PROGRAM FOR LEADERSHIP DEVELOPMENT

HARVARD BUSINESS SCHOOL
Executive Education
VISIONARY COMPANIES VIEW THEIR EMERGING LEADERS AS A LONG-TERM COMPETITIVE ADVANTAGE. TO SECURE A STRATEGIC EDGE, THEY CONTINUE TO INVEST IN A PIPELINE OF UP-AND-COMING MANAGERS WHO CAN DRIVE CHANGE, INNOVATION, AND GROWTH ACROSS THE ORGANIZATION AND INDUSTRY. PLD WILL PREPARE YOU TO ACHIEVE ALL THIS—AND MORE.

PLD is a personalized learning experience that is tailored to your unique leadership goals and challenges. An accelerated alternative to the executive MBA, PLD’s intensive modular format puts you on the fast track to leadership.
VISIONARY COMPANIES DEMAND VISIONARY LEADERS

Across countries and industries, market-leading companies are building a pipeline of next-generation executives who can position the organization for future success. These emerging leaders must have an end-to-end view of business and a broader understanding of the global marketplace.

The Program for Leadership Development (PLD) at Harvard Business School (HBS) accelerates this process by providing a more integrated view of the organization that is essential to leadership growth. You will emerge with the cross-functional skills and strategic vision to become the visionary leader your career, your company, and the global economy demand.

DELIVERING A TRULY GLOBAL EXPERIENCE

155
Accomplished industry peers

40
Countries represented

30
Industries represented

At HBS, you will collaborate with an elite group of peers who span industries and countries as well as interact with distinguished HBS faculty, who in 2016 collectively researched and wrote over 310 case studies representing more than 55 countries.
PROVEN LEARNING FORMAT.  
POWERFUL RESULTS.

Focused on leadership, change, and innovation, PLD empowers you to take on the cross-functional responsibilities of corporate leadership. You will emerge with a highly integrated approach to identifying problems, formulating solutions, and adapting to global market shifts.

This highly immersive program speeds your personal and professional transformation by combining two on-campus and two distance-learning modules. A fifth optional two-week session provides the opportunity to achieve HBS alumni status. Through a personal case study and professional one-on-one HBS Executive Coaching, you will boost your leadership presence and strategic skills. An in-depth examination of core operations and best practices will improve your ability to lead high-performing global teams and cross-functional initiatives that generate future growth.

You will emerge from PLD with greater leadership confidence, decision-making skills, and strategic insights—as well as a personal action plan for addressing the key challenges in your organization. With a broader grasp of management, business drivers, and innovation, you will be equipped to drive meaningful change across industries and beyond borders.

“PLD refocused my values and outlook, changing how I lead people and how I conduct myself in business. I’m now much more focused on other people.”

Cindy Park  
SVP OF MARKETING, STRATEGY, AND OPERATIONS, PRADO GROUP, U.S.
ARE YOU RIGHT FOR THE PROGRAM?

PLD is designed for specialists and star contributors with at least 10 to 15 years of work experience who have been identified as outstanding prospects for increased leadership responsibilities. Your PLD peers will represent diverse business functions, companies, industries, and countries, further broadening your perspective and expanding your knowledge.

Ideal candidates include:

- Vice presidents
- Directors
- Project managers
- Functional managers
A DYNAMIC LEARNING EXPERIENCE

The PLD curriculum is built around four educational modules—two on-campus and two distance-learning modules—plus a fifth optional two-week module on campus. After completing PLD Module 5, you will achieve HBS alumni status.*

**MODULE 1 / Distance Learning / 12 Weeks**
Foundational Skill Building

To ensure you arrive on campus ready to learn, you will complete introductory courses in accounting, finance, and quantitative methods via our HBX digital learning tool.

**MODULE 2 / On Campus / 2 Weeks**
Cross-Functional Business Approach

This intensive on-campus module delves deeply into key business functions, including strategy, marketing, operations, finance, and accounting.

**MODULE 3 / Distance Learning / 14 Weeks**
Strategy Formulation and Implementation

Back at your organization, you will improve your strategic skills and learn how to drive cross-functional collaboration through self-directed exercises and personal HBS Executive Coaching sessions.

**MODULE 4 / On Campus / 2 Weeks**
Leading Change

During Module 4, you will be immersed in two weeks of classroom and group learning focused on developing the leadership skills needed to generate change and innovation.

**MODULE 5 / On Campus / 2 Weeks**
Personal Leadership (Optional)

By completing Module 5, you will earn HBS alumni status*—and take your leadership skills, mindset, and vision to an even higher level.

*HBS alumni status also may be earned by completing 10 additional days (two credit weeks) of our open-enrollment or custom programs.
RENOWNED CASE METHOD
Pioneered by HBS, the case method engages you in a highly stimulating, collaborative process of identifying relevant issues and applying practical business lessons to your own situation and organization. You will benefit from an added dimension that no other business school can offer—the opportunity to be taught by many of the faculty who wrote the cases and have firsthand insights into the protagonists and the outcomes.

HBS EXECUTIVE COACHING
Our distinctive coaching method is highly integrated into the unique HBS learning environment to accelerate both individual and team growth. Through one-on-one and group coaching, as well as 360-degree leadership assessments and feedback, your professional HBS Executive Coach can help you realize your true leadership potential.

PERSONAL CASE STUDY
A core element of PLD is the personal case study. In Module 2, you will address a performance gap or strategy opportunity facing your organization by building a comprehensive strategy and implementation plan. Throughout the program, the faculty, your living group, and your personal HBS Executive Coach will provide feedback that you can use to develop a well-vetted personal action plan.

ATTAIN HBS ALUMNI STATUS
Completing PLD’s four core modules puts you on the fast track to achieving HBS alumni status. By completing PLD Module 5 or additional coursework, you will gain exclusive access to our global alumni network and a vast array of resources that facilitate lifelong learning, personal growth, and leadership success. Learn more at: www.exed.hbs.edu/programs/pld/Pages/alumni.aspx

THE PLD NETWORK
During PLD, you will build rewarding and enduring relationships with your fellow peers—accomplished executives who span a rich array of business functions, industries, and countries. This vibrant and powerful global network will continue to grow as you tap into faculty-led webinars, leadership renewal programs, and PLD reunions and workshops.

ALUMNI CHALLENGE
During Module 3, your living group will compete to find a winning solution to a real-world Alumni Challenge. Building on the coursework in innovation and collaboration, you will leverage your group’s unique talents and learn how to lead diverse teams in a global context. Your living group coach and project faculty adviser will be on hand to provide valuable feedback via a dedicated portal, online meeting rooms, and teleconferencing.
To help establish a common level of knowledge in the classroom, you and your peers are asked to complete introductory courses in accounting, finance, and quantitative methods before arriving on campus. While this work is self-directed, you are expected to dedicate 10 to 12 hours of work each week in the 12 weeks leading up to Module 2. Through the HBX digital learning tool, you will have access to PLD’s proprietary skill-building materials, interactive exercises, and instructional webinars, including “How to Prep a Case.” Pre-reading topics will include Strategy as well as Business, Government, and the International Economy.

These online tutorials and proficiency exams are designed to provide you with a greater understanding of your organization’s budgeting, pricing, and forecasting decisions and help you maximize the value of your time on campus.

You will take part in:

- **The Leadership Learning Path Assessment:** Through a customized, 360-degree assessment of your current skills, you will examine your leadership and management strengths and identify areas for improvement
- **Personal Case Study:** You will have the initial call with your personal HBS Executive Coach and begin your personal case project by identifying a current performance gap or strategy opportunity that is challenging your team, division, or organization
- **Financial Accounting and Economics for Managers Courses:** Using HBX, you will meet PLD peers and engage in an interactive learning process that develops your foundational fluency in essential business concepts underlying the accounting, finance, and strategy classroom content in Modules 2 and 4. Each course will conclude with a live webinar featuring a member of the PLD faculty
- **Module 2 Case Prep:** During this intensive process, you will read and prepare for all the cases that are part of the on-campus experience in Module 2

After arriving on the HBS campus, you will begin to develop an integrated perspective on business and a network of like-minded peers. In only two weeks, you will make new connections that often last a lifetime. The multidisciplinary curriculum provides a big-picture view of a company’s building blocks and how all functions interrelate and contribute to the overall corporate strategy. Delving into each function’s core operations and best practices provides an end-to-end view of business that is essential to your growth as a leader.

You will explore:

- **Strategy:** Functional and business-unit strategy formulation; strategy implementation; alignment of strategy and control systems; and growth strategies
- **Marketing:** Product management; marketing strategy; market segmentation; product positioning; pricing; market analysis and planning; branding; customer acquisition and retention; and employee, shareholder, and customer satisfaction for profit and growth
- **Operations:** Internal processes; technology and operations strategies; product and market capabilities; operations improvements; coordination/supply chain management; new product/process creation and analysis; and human resources capabilities
- **Finance and Accounting:** Financial accounting; financial statements; accounting choices and financial-reporting policies; financial analysis; budgeting; forecasting; control systems; and profitability analysis
- **Leadership and Corporate Accountability:** External and internal stakeholders; strategic governance tools; economics, law, psychology, and organizational behavior; and responsible and profitable corporate conduct
- **Business, Government and the International Economy:** Economic, political, and social forces that are shaping the global business environment; trade and international relations; macroeconomics; and the impact of globalization
- **Other Topics Include:** Building greater leadership confidence and presence; understanding leadership and corporate accountability; and improving communication skills and cultural awareness
Upon returning to your organization, you will have the opportunity to apply your newfound knowledge to your everyday work and contribute more effectively to projects and initiatives. During this module, you will complete some self-directed work at your own pace while also engaging in several scheduled exercises and group sessions.

You will take part in:

- **A personal case project** that draws on your foundational skills and cross-functional knowledge to create a strategy statement and value proposition for you and your company
- **An Alumni Challenge** that helps your living group analyze the competition, leverage your unique talents, and address important real-world issues via a dedicated portal, online meeting rooms, and teleconferencing
- **Faculty-led webinars** on managing global teams and further developing your leadership presence
- **Three one-on-one phone sessions** with your personal HBS Executive Coach to assess your progress on the personal case and address your leadership development questions, as well as a team session on living group productivity
- **Economics for Managers**, accessed through HBX, enables you to continue your highly interactive online learning, focusing on strategy content that complements the classroom work in Modules 2 and 4

Back on campus, you will reconnect with trusted colleagues and continue to develop lifetime bonds. The faculty team will build on Module 2, exploring the importance of change management processes and approaches. You will learn new ways to drive innovation, navigate global market shifts, and move quickly on promising opportunities. Working closely with your personal HBS Executive Coach in two one-on-one sessions, you will gain greater confidence as you strengthen your ability to influence and lead others.

You will explore:

- **Change management**
- **Innovation best practices**
- **Leadership and execution**

After completing your personal case and action plan, you will present an overview to your professional HBS Executive Coach and living group. Based on their feedback, you will refine and finalize your personal case.

Your living group will present the solution to its Alumni Challenge, and the winning team for each challenge will be selected by the participating alumni.

This module also includes an insightful session on how to integrate your company’s global talent management strategy and vision to gain a competitive advantage.

**MODULE 5**

**Personal Leadership (Optional)**

2 weeks on campus *(additional fee)*

By completing this optional session, you will earn HBS alumni status and gain a new perspective on the challenges that leaders face in driving change throughout the organization and new insights into your own leadership development path as your career progresses. You also will strengthen your day-to-day leadership skills, prepare to lead cross-functional initiatives and corporate projects, and learn how to delegate time and resources accordingly. Most important, you will return to your organization more confident, more capable, and better equipped to take on new challenges.

Key elements of this module include:

- Corporate finance
- Authentic leadership
- Leadership and accountability
- Personal leadership in business and society
- Negotiation and decision-making
WORLD-CLASS FACULTY

HBS Executive Education programs are taught by full-time faculty from Harvard Business School whose business expertise and field-based research create the enduring concepts that reshape global best practices and reinvent the practice of management.

At PLD, you will meet recognized thought leaders, skilled educators, groundbreaking researchers, active corporate board members, and award-winning authors. They will empower you to become the visionary leader your career, your organization, and the global economy demand.

MARKETING UNIT
Rohit Deshpandé
“At PLD, my teaching philosophy is that it’s all about the questions, not the answers. If you want the answers, go to Professor Google. Here, we teach you how to ask the right questions.”

MARKETING UNIT
John T. Gourville
“The lessons of PLD aren’t abstract ones that will apply in a few years—participants can use them when they get back to their desks in two weeks.”

NEGOTIATION, ORGANIZATIONS AND MARKETS UNIT
Kathleen L. McGinn
“PLD participants bring a wide variety and depth of backgrounds to the program. Classroom discussions pull these diverse perspectives together to evoke new insights on decision-making and personal and organizational effectiveness.”

ORGANIZATIONAL BEHAVIOR UNIT
Tsedal Neeley
“Collaboration in teams—and, at times, in globally distributed teams—is increasingly one of the most common ways of working. At PLD, we discuss the complexities that arise from working across geographies, time zones, languages, and cultures and examine the best practices for leading high-performing global teams.”
In leadership development, we talk about the importance of knowing, doing, and being. It’s not enough to know about a best practice—you have to be able to do it.”

PLD participants are hungry for learning, and they bring their energy and enthusiasm with them. This is an intense program. It’s like getting on a rocket.”

Participants enter PLD thinking that accounting and finance are black and white. By the end of the program, they realize the tremendous amount of discretion they have as managers, which—when used appropriately—is a powerful tool.”

“In a globalized economy, business leaders must be clear about both the risks and huge opportunities that accompany economic integration. In PLD, we explore the economic and political forces that are shaping globalization today.”

During PLD, participants broaden their understanding of the strategic implications associated with managerial decisions in dynamic environments. These tools help managers grapple with the tradeoffs that underlie key choices.”
LIVING AND LEARNING AT HBS

At HBS, our vibrant campus plays a vital role in lifelong learning. The Ruth Mulan Chu Chao Center serves as a welcoming gateway and as a dynamic hub that connects you to the broader HBS community. From suite-style living groups to world-class recreational facilities, the campus experience is designed to build relationships that often last a lifetime.

LIVING GROUPS

A living group consists of eight bedrooms—each with a private bath and personal computer/IPTV—that are organized suite style with a common living area to provide a small group learning experience inside a larger program. To help expand participants’ global perspectives, HBS selects living group members who represent a broad diversity of industries, geographic regions, and functional backgrounds.

FITNESS AND WELLNESS OFFERINGS

At PLD, you are encouraged to focus on your personal wellness. Enjoy the private fitness center at Shad Hall, which includes an indoor walking/jogging track; basketball, racquetball, and squash courts; outdoor tennis courts; table tennis; aerobics studios; extensive fitness equipment; and fully equipped locker rooms, complete with whirlpool, steam, and sauna. Take advantage of fitness classes, including yoga, Pilates, spin, cycling, and strength training, and work with personal trainers and nutritionists to develop a personal fitness plan.
CUTTING-EDGE CLASSROOMS

Our signature classrooms are designed to engage participants in a dynamic interchange with HBS faculty and senior executives who represent diverse companies from around the world. Interactive lectures, business simulations, and small group discussions spark conversation and collaboration with peers from various functions, industries, cultures, and countries.

“You connect easily with your PLD peers because you are away from work and not trying to impress each other. It’s like a family.”

Mohammad Shabeed Khan
VICE PRESIDENT, ISLAMIC BANKING, GULF INTERNATIONAL BANK, BAHRAIN

The HBS campus puts you in the heart of Boston-Cambridge, one of the world’s most historic and culturally enriching regions.

From Harvard Square, Faneuil Hall, and Beacon Hill to the Public Gardens, Newbury Street, and Fenway Park, you’ll discover a rich array of dining and shopping venues, walking tours and harbor cruises, sports and recreational activities, and world-class museums and theaters.
APPLICATION PROCESS

The Admissions Committee reviews and accepts applications at any time. As soon as the PLD dates are posted on our website, participants may apply. Once the review process has begun, the Admissions Committee meets monthly and admits qualified candidates on a rolling, space-available basis. Since PLD sessions tend to fill to capacity, early application is recommended.

Because Executive Education programs enhance the leadership capacity of the participants as well as their organizations, HBS expects the full commitment of both. Visit www.exed.hbs.edu/brochure/pld for complete admissions requirements and to apply online. You also can print the application and mail it, or fax it to +1-617-496-1731. Please submit your application at least four weeks before the program start date.

ADMISSIONS REQUIREMENTS

Selective enrollment of highly qualified and diverse candidates enhances the PLD learning experience and value for supporting organizations. The Admissions Committee takes into account a candidate’s organizational level; management experience, particularly in senior management; and future responsibilities and assembles qualified individuals who are senior-level decision-makers representing a wide range of backgrounds. Although there are no formal educational requirements for PLD, proficiency in written and spoken English is essential for completing course assignments and engaging in fast-moving discussions. If English is the applicant’s second language or if he or she has less than one year’s experience working in an English-speaking environment, a brief statement documenting proficiency in English is required. A telephone or personal interview also may be required as part of the admissions process.
LETTER OF REFERENCE

Harvard Business School Executive Education requires that a letter of reference be completed by a senior executive within the applicant’s organization, a board member of the applicant’s company, or a Harvard Business School graduate familiar with the applicant’s role and responsibilities who can provide a detailed firsthand account. This letter of reference provides the Admissions Committee with a better understanding of your background and your potential as a leader.

FOR MORE INFORMATION

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“I have never been to a place where I’ve met so many inspiring people. From the professors to my peers, everyone is passionate about doing well in business. It seems to be driven by the HBS mission—to make a difference in the world.”

Roswitha Reisinger
GENERAL COUNSEL IN EMERGING MARKETS, ELI LILLY AND COMPANY, AUSTRIA

DATES & PROGRAM FEES

NOV 2017–JUN 2018
Program Fee: $48,000
Module 1: 29 NOV 2017–24 FEB 2018 (distance learning*)
Module 2: 25 FEB–10 MAR 2018 (on campus)
Module 3: 11 MAR–16 JUN 2018 (distance learning*)
Module 4: 17–30 JUN 2018 (on campus)

JUL 2018–FEB 2019
Program Fee: $50,000
Module 1: 09 JUL–29 SEP 2018 (distance learning*)
Module 2: 30 SEP–13 OCT 2018 (on campus)
Module 3: 14 OCT 2018–19 JAN 2019 (distance learning*)
Module 4: 20 JAN–02 FEB 2019 (on campus)

MODULE 5 (Optional)
Program Fee: $26,000
15–27 JUL 2018 (on campus)

*Distance learning at your home or office.
UPCOMING SESSIONS:


In accordance with Harvard University policy, Harvard Business School does not discriminate against any person on the basis of race, color, sex or sexual orientation, gender identity, religion, age, national or ethnic origin, political beliefs, veteran status, or disability in admission to, access to, treatment in, or employment in its programs and activities. The following person has been designated to handle inquiries regarding the nondiscrimination policies: Ms. Nancy DellaRocco, Harvard Business School, Soldiers Field, Boston, MA 02163-9986 U.S.

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