The Program for Leadership Development (PLD) at Harvard Business School (HBS) is a personalized learning experience that puts up-and-coming managers on the fast track to leadership. An accelerated alternative to an executive MBA, PLD is tailored to your unique leadership goals and challenges. Focused on leadership, change, and innovation, the intensive PLD curriculum is built around four educational modules—two distance-learning and two on-campus sessions—plus a fifth optional two-week module on campus. Through a personal case and professional one-on-one HBS Executive Coaching, you will develop a personal action plan for identifying new sources of revenue and navigating global market shifts. With a broader understanding of core operations and best practices, you will emerge from PLD ready to lead high-performing global teams and cross-functional initiatives—and drive meaningful change across industries and borders.

### Overview

Each year, the HBS faculty updates the program curriculum to reflect the complex challenges facing business leaders across the globe. 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, and functional managers.

### The Curriculum

PLD not only prepares you to take on greater levels of responsibility, but also empowers your company to build a pipeline of next-generation leaders. Its comprehensive and holistic approach is designed to broaden your understanding of today’s global marketplace and the integrated functions of your organization. The four-phase curriculum allows you to step back and reassess your value to the company, develop a better understanding of your leadership capacity, and create a personal case for addressing the key issues facing your organization and a personal action plan for achieving your leadership goals.

#### MODULE 1
**Foundational Skill Building**
12 weeks of distance learning*

#### MODULE 2
**Cross-Functional Business Approach**
2 weeks on campus

#### MODULE 3
**Strategy Formulation and Implementation**
14 weeks of distance learning*

#### MODULE 4
**Leading Change**
2 weeks on campus

#### MODULE 5
**Personal Leadership**
Optional Program
2 weeks on campus for an additional fee (Earn HBS Alumni Status)

*Distance learning from your home or office.*
The Curriculum (cont.)
While nothing can replace on-the-job experience, PLD accelerates your leadership development by combining two on-campus and two distance-learning modules. Through a personal case and one-on-one professional HBS Executive Coaching, you will develop a unique leadership style that inspires organizational collaboration and contributes to your company’s competitive advantage.

ATTAIN HBS ALUMNI STATUS
By completing Module 5, you will earn HBS alumni status. (You also can earn alumni status by completing an additional 10 days—two credit weeks—of open-enrollment or custom programs.) This significant achievement provides access to a powerful global network of executives and a wealth of resources. Learn more at: https://www.exed.hbs.edu/programs/leadership-development/alumni.

The result is a personal and professional transformation that contributes to your company’s succession planning while strengthening its competitive position. You will:
• Gain in-depth knowledge of diverse business functions and build foundational skills to integrate these functions across your organization
• Examine new techniques and technologies for driving results throughout your company in any market cycle
• Formulate a holistic approach to identifying problems, formulating solutions, and adapting to change
• Build strategic skills for effective decision-making, strategy development, and implementation
• Expand your capacity to lead cross-functional initiatives and corporate projects amid challenging global markets
• Develop a personal leadership philosophy that reflects greater knowledge, capabilities, and insight

PEER-TO-PEER LEARNING
In addition to online and classroom learning, you will benefit from one of the program’s most valuable aspects: the dynamic interchange that takes place in your living group. Each group is carefully composed of eight accomplished executives who span industries and countries. As you discuss your career goals, share perspectives on HBS cases, and collaborate on business challenges, you will form strong bonds with the other members of your living group. You will emerge from PLD with a global network of business leaders with whom you can share advice and insights over the course of your career.

HALLMARK 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.

PROFESSIONAL HBS EXECUTIVE COACHING
An integral part of the program, HBS Executive Coaching sessions are designed to help you transfer the knowledge acquired from course modules, the personal case assignment, and individual learning. You will meet your personal HBS Executive Coach via a one-on-one phone session during Module 1. Through a combination of professional coaching sessions and facilitated team meetings, you will develop your unique leadership style and create a personal action plan for ongoing development. All coaching sessions are confidential, giving you the freedom to share information on your professional and personal goals and challenges.

PERSONAL CASE
A core element of PLD is the personal case. 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.
The fast-track managers who are accepted into PLD have significant day-to-day responsibilities. With that in mind, HBS works with your company to ensure that you have time built into your schedule to complete the distance-learning modules. During the on-campus modules, you will be immersed in PLD for 14 hours a day. It is important to remain free of work responsibilities so that you can fully focus on professional development.

The PLD curriculum is built around four educational modules. The first module builds on your foundational business skills; the second presents a cross-functional business approach; the third hones your strategic skills through the Alumni Challenge; and the fourth sets the stage for leading innovation and meaningful change. Module 5—an optional two-week session on campus—further accelerates your development as a leader and provides a path for earning HBS alumni status. Completion of each module is required in order to advance to the next module of the program.

The fifth optional module brings all the elements of your PLD learning together in an intensive two-week exploration of what it means to be an authentic leader and how to lead effectively at each stage of your professional development. Upon completing PLD Module 5, you will earn HBS alumni status.*

*HBS alumni status also may be earned through 10 additional days (two credit weeks) of our open-enrollment or custom programs.
THIS DISTANCE-LEARNING MODULE IS DESIGNED TO HELP YOU ASSESS AND DEVELOP FOUNDATIONAL SKILLS, ENABLING YOU TO HIT THE GROUND READY TO LEARN.

PLD participants come from many different disciplines, industries, and business functions. 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 the HBS 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 and interactive exercises. 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 to help you maximize your time on campus.

• **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:** 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

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PLD WEBINARS
You will interact with your peers in faculty-led, real-time webinars based on selected PLD topics.

PROFESSIONAL HBS EXECUTIVE COACHING
In Module 1, you will meet your personal HBS Executive Coach during a one-on-one phone call. During this time, you will share the goals you wish to accomplish during the program and learn more about working with your personal coach.
Module 2
Cross-Functional Business Approach
2 weeks on campus

This on-campus module delves deeply into key business functions, including Strategy, Marketing, Operations, Finance, and Accounting.

After arriving on the HBS campus, you will begin to develop an integrated perspective on business and a network of like-minded peers. Through the multidisciplinary curriculum, you will gain a big-picture view of a company’s building blocks and how all functions interrelate and contribute to the overall corporate strategy.

During the classroom and group discussions, you will benefit from the expertise of your peers as you exchange insights on business issues and management strategies. In particular, case discussions will yield a wide range of perspectives that highlight how a single business decision can affect many corporate functions.

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.

The functional areas examined include:

- **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

Two important program components contribute to the personal and professional transformation that sets PLD apart:

- **Personal Case**: Your PLD lessons come to life through a personal case, which enables you to address a performance gap or strategy opportunity facing your organization by building a comprehensive strategy and implementation plan. In Module 2, you will identify and scope the challenge, and then build your strategy throughout the course of PLD. During this process, 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.

- **Professional HBS Executive Coaching**: You will meet your personal HBS Executive Coach via a one-on-one phone session during Module 1. Throughout the program, individual professional coaching sessions and facilitated team meetings are held to help you develop your unique leadership style and create a personal action plan for ongoing development. All coaching sessions are strictly confidential, giving you the freedom to share your personal goals and professional challenges.
IN THE THIRD MODULE, YOU WILL IMPROVE YOUR STRATEGY SKILLS AND LEARN HOW TO DRIVE CROSS-FUNCTIONAL COLLABORATION.

Upon returning to your organization, you will have the opportunity to apply the knowledge you have acquired during PLD to your everyday work and to contribute more effectively to corporate projects and initiatives. You will complete some self-directed work at your own pace while also engaging in several scheduled exercises and group sessions.

- **Personal Case Project:** During this module, you will draw on your foundational skills and cross-functional knowledge to create a strategy statement and value proposition for your company. Back at work, you will conduct a root cause analysis with your colleagues, identify aspects of your leadership and your team that contribute to the gap, and diagnose the group or organizational culture related to your personal case.

- **Alumni Challenge:** During Module 3, you will work with your living group members on a global team project via a dedicated portal, online meeting rooms, and teleconferencing, where you will put your business acumen to the test. You will learn how to analyze the competition and address important real-world issues as you develop a solution to your Alumni Challenge.

- **Faculty-Led Webinars:** In addition to participating in discussions on selected PLD topics, you will have an opportunity to gain insights into managing global teams and further developing your leadership presence.

- **Economics for Managers:** Accessed through HBX, this interactive online learning tool enables you to continue focusing on strategy content that complements the classroom work in Modules 2 and 4.

**PROFESSIONAL HBS EXECUTIVE COACHING**

In three one-on-one phone sessions, you and your personal HBS Executive Coach and project faculty adviser will review feedback received during the Alumni Challenge, assess the progress of your personal case, and address questions you may have about your development as a leader. An additional team session will explore the productivity and effectiveness of your living group as a team.

**MODULE 3**

**Strategy Formulation and Implementation**

14 weeks of distance learning
IN MODULE 4, YOU WILL BE IMMERSED IN TWO MORE WEEKS OF CLASSROOM AND GROUP LEARNING FOCUSED ON DEVELOPING THE LEADERSHIP SKILLS NEEDED TO GENERATE CHANGE AND INNOVATION.

One of the key measures of a leader is the ability to drive change. In Module 4, you will discover why innovation is so critical to your company’s future—and how to make it happen. With a better understanding of change management processes and approaches, you will be prepared to help your company innovate, navigate an evolving global marketplace, and move quickly on promising opportunities. Working closely with your personal HBS Executive Coach in two one-on-one sessions, you will gain confidence as you strengthen your leadership effectiveness and ability to influence others. This module also includes an insightful session on how to integrate your company’s global talent management and vision to gain a competitive advantage.

The curriculum in Module 4 is designed to help you deliver measurable results through driving change and innovation. You will explore topics such as:

- **Change Management**
  - Identifying performance gaps and strategic opportunities
  - Aligning your organization for change
  - Becoming an ambidextrous organization able to respond to new challenges and opportunities
  - Creating an organizational culture that facilitates and welcomes change
  - Overcoming roadblocks to change

- **Innovation Best Practices**
  - Establishing a common language for company-wide collaboration
  - Developing processes that facilitate innovation
  - Enabling strategic experimentation and learning
  - Creating an entrepreneurial mindset within your organization
  - Managing the existing businesses while enabling innovation
  - Examining the potential of distributed innovation systems

- **Leadership and Execution**
  - Driving change by enhancing decision-making processes, negotiation strategies, and teamwork skills
  - Crafting a leadership style that helps you drive change more effectively
  - Understanding the difference between management and leadership
  - Uniting a team around a clearly articulated vision
  - Building effective teams that can manage conflict and execute change
  - Identifying and addressing risks

**PERSONAL CASE**
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.

**ALUMNI CHALLENGE**
Back on campus for Module 4, 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.
BY COMPLETING MODULE 5, YOU WILL EARN HBS ALUMNI STATUS—AND POSSESS AN EVEN GREATER UNDERSTANDING OF YOUR POTENTIAL AS AN AUTHENTIC LEADER.

As your company works to build competitive advantage, it depends on strong managers and leaders to search out new sources of revenue, outmaneuver other market players, and inspire their teams as they execute bold new strategies. PLD Module 5 prepares you to fulfill these expectations by bringing all your PLD learnings to bear on an in-depth study of leadership.

By the end of this session, you will have a new perspective on the challenges that leaders face in driving change throughout the organization, along with new insights into your own leadership development path as your career progresses. Module 5 also strengthens your day-to-day leadership skills, preparing you to lead cross-functional initiatives and corporate projects and 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**: Senior leaders must have a firm grasp of finance to maximize profitability. While building a foundation in finance, you will learn how to apply financial analysis techniques, work with capital markets and financial institutions, and set performance goals and compensation incentives. You also will gain insights into the flow and management of financial resources at the divisional and corporate levels.

- **Authentic Leadership**: The best leaders are authentic leaders—people whose inner compass guides their daily actions and enables them to earn the trust of their subordinates, peers, and stakeholders. By determining what qualities define an outstanding leader who empowers others, you will develop greater self-confidence and emotional intelligence—the two keys to becoming a successful and authentic leader. You will return to your company with a framework for leading with integrity.

- **Leadership and Accountability**: Senior leaders are confronted with complex and often contradictory demands from a range of stakeholders—customers, employees, investors, and governments. While assessing your responsibilities as a decision-maker, you will establish guidelines for making decisions that support your organization's financial needs, legal requirements, and ethical obligations. You also will practice adapting your personal leadership style to different business scenarios.

- **Personal Leadership in Business and Society**: Facing heightened competition and transparency, executives are expected to consider the impact of every decision on their organization and their community. Examining innovative ways to build competitive advantage, you will explore your personal role—and your company’s organizational role—in generating more value for the business and for society. You also will develop your leadership vision and address a specific personal leadership challenge.

- **Negotiation and Decision-Making**: In a highly competitive business arena, attaining the best outcome in high-stakes negotiations is vital to your organization—and your career. By actively engaging in dealmaking scenarios, you will learn how to prepare for and navigate complex negotiations, examine the psychology of decision-making, and even predict the outcome of strategic interactions. In collaboration with your peers, you will plan, simulate, obtain feedback, and discuss diverse negotiation and competitive strategies.

**HBS ALUMNI STATUS**

Upon completing PLD Module 5, you will earn HBS alumni status. (You also can earn alumni status by completing an additional 10 days—two credit weeks—of open-enrollment or custom programs.) This significant achievement provides access to a powerful global network of executives and vast leadership resources.

Visit [https://www.exed.hbs.edu/programs/leadership-development/alumni](https://www.exed.hbs.edu/programs/leadership-development/alumni) to learn more. For more details on HBS alumni status, contact Ms. Lisa Hughes, Portfolio Director, at +1-617-496-3876 or lhughes@hbs.edu.
# A Typical Week on Campus

This consolidated week-at-a-glance is representative of several past PLD sessions. Topics, times, and events are subject to change.

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<td>12:00–1:00 PM Lunch Participant Presentations (optional)</td>
<td>12:00–1:30 PM Lunch Baker Library Tour (optional)</td>
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<td>1:00–5:00 PM Living Group Acceleration Exercise</td>
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<td>6:00–8:00 PM Dinner</td>
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<td>6:00–8:00 PM Working Dinner</td>
<td>5:30–9:30 PM Reception and Outing Isabella Stewart Gardner Museum</td>
<td>5:00–10:00 PM Individual HBS Executive Coaching Sessions</td>
<td>Free Time</td>
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## Distance Learning

PLD is designed to let you step back from day-to-day responsibilities, reassess your leadership skills, and improve your value and contributions to the company. The combination of on-campus and distance-learning modules delivers a broader understanding of core business functions and a more cross-disciplinary approach to identifying problems and formulating solutions.

### Module 1: Before arriving on campus, you will spend 12 weeks assessing and developing your foundational skills and completing introductory courses in accounting, finance, and quantitative methods. 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.” You are expected to dedicate 10 to 12 hours of work each week.

### Module 3: Returning to your organization, you will have the opportunity to apply your new skills to everyday work and contribute more effectively to projects and initiatives. You will continue to develop your skills through a series of highly structured online exercises, group work, and individual study, including a personal case project, the Alumni Challenge, and real-time faculty-led webinars.
Participant Profiles

Q. How did PLD change you as a leader?
I came away with a personal action plan for instilling new behaviors in my day-to-day leadership. I now push myself to ask more probing questions rather than tell people around me what to do. I try to find more opportunities to empower my team rather than to simply do things myself. As a result, I feel more balanced and not as overwhelmed because I’m focused on the right priorities and delegate much more.

Q. How would you describe the value of attending PLD?
PLD gives you time to step off the treadmill and reflect in a structured way on gaps in your business knowledge and leadership that could keep you from fulfilling your potential. You learn new business frameworks that can help you solve problems. But the program’s true value goes way beyond that—it’s the personal change that occurs through the peer-to-peer mentorship, the executive coaching, and the informal conversations that happen with professors and guest speakers.

In the rush to climb the career ladder, we all need time to pause and reflect on whether we’re climbing the right ladder or climbing fast enough. PLD provides a rare opportunity to set aside time for learning that can inspire us to envision a future with bigger possibilities. It’s essentially a leadership boot camp that requires a personal commitment—to keep an open mind, absorb as much information as possible, and be ready to change leadership style.

Q. How has attending PLD affected your career?
I have more confidence in my future potential. PLD has empowered me to set more ambitious goals and to reach for roles that will stretch me while leveraging everything I’ve learned. I came into PLD with the idea that the program would help me become a more effective chief marketing officer. Through the course materials, engagement with my peers, and coaching, I realized that I am capable of so much more.

Q. How has PLD changed you?
The biggest changes are in the way I perceive opportunities and in the size and quality of my network. I understand now that I don’t have to have all the answers regarding a particular role. I just need to be able to ask the right questions.

My network is now larger and filled with people who can advise me on many issues. I’ve built relationships not just with my PLD colleagues, but also with their friends and colleagues as well as the people I’ve met through the HBS alumni community. The quality and quantity of people that you get to know is amazing.

Q. How did the PLD experience measure up against your expectations?
I did a great deal of research on different schools to find a program that I felt could change my life, both professionally and personally. Attending HBS was always a dream of mine, and when I discovered the Program for Leadership Development (PLD), I was immediately interested in the quality of people, professors, and level of knowledge that it offered.

While I didn’t know what to expect, looking back I can see that PLD changed my life. I chose HBS because of its reputation for quality educational content as well as the professors, but I also benefited by collaborating with colleagues—people who are very successful leaders and amazing human beings. Another unexpected benefit was the self-discovery experience. I learned a lot about myself, and I’m grateful for the insights I gained.

Q. What advice do you have for executives who are considering attending PLD?
PLD is worth it. You have to invest in yourself. If you don’t believe that you’re worth it, no one else will either. PLD is an immensely rewarding experience. You will gain knowledge and skills, you will get to know remarkable people from different parts of the world, and perhaps most importantly, you will learn a lot about yourself—and that will change your life.
Putting PLD to Work

Your PLD experience doesn’t end at the conclusion of Module 5. To keep you up to date on the latest thinking and research, HBS will make relevant content available to you—including Faculty Seminar Series resources and Harvard Business Review articles. Many PLD alumni also continue to work with their personal HBS Executive Coach to reassess and fine-tune their leadership development.

Back at your company, you will continue the learning process by focusing on your personal goals and strengthening your leadership capabilities. HBS also encourages you to take advantage of the global peer network you built during PLD. These executives will serve as strategic sounding boards as you continue to advance as a leader.

The PLD Network

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

“PLD participants leave the program acting differently because they have more confidence. Possessing an integrated view of the organization, they are now better able to take ideas and concepts and actually put them into practice.”

Michael L. Tushman
PLD Faculty Chair

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Fax: +1-617-495-6999

Connect with us via LinkedIn, Facebook, Instagram, YouTube, and Twitter: www.exed.hbs.edu/connect/
# Which Program Is Right for You?

## OPM

### Curriculum Highlights
- Positioning a business for long-term competitive advantage
- Capitalizing on disruptive innovation
- Strengthening decision-making and negotiation skills
- Aligning sales and strategy
- Measuring and improving performance
- Driving growth and transformation via enhanced financing strategies
- Analyzing and pursuing opportunities at home and abroad

## AMP

### Curriculum Highlights
- Leading change, driving innovation, and improving long-term performance
- Optimizing current strategies and innovating for the future
- Addressing current operational challenges and identifying new opportunities
- Communicating the company’s strategic vision
- Maximizing traditional and digital marketing for greater value
- Identifying new sources of revenue and navigating global market shifts

## GMP

### Curriculum Highlights
- Examining the complex cross-functional challenges facing general managers worldwide
- Viewing emerging opportunities through a broader lens to expand strategic vision
- Acquiring support for business-building resources
- Building strong cross-functional teams
- Leading through periods of growth and turbulence
- Implementing value-creating strategies that deliver results

## PLD

### Curriculum Highlights
- Assessing, building, and improving foundational skills
- Developing an end-to-end view of business and a broader understanding of the global marketplace
- Formulating and implementing effective business strategies
- Improving decision-making and negotiation skills
- Gaining a broader grasp of management, business drivers, and innovation

## WHO IT’S FOR

### CEOs, COOs, presidents, and managing directors
- Possess at least 10 years of work experience
- From organizations with annual revenues in excess of $10 million
- Actively involved in running the business
- Must hold a significant equity stake in the firm

### Senior executives who are one or two levels from the CEO
- Possess at least 20 to 25 years of work experience, including significant time as a senior executive or company officer
- From organizations with annual revenues in excess of $250 million
- Identified as central to the company’s succession plan

### General managers in any industry who have overall profit and loss responsibility or whose cross-functional role is significantly expanding
- Possess at least 15 to 20 years of work experience
- Experienced functional leaders who seek a broader perspective
- Executives who will soon become business-unit, divisional, or regional leaders

### Specialists and star contributors
- Possess at least 10 to 15 years of work experience
- Identified as outstanding prospects for increased leadership responsibilities
- Ideal candidates include vice presidents, directors, project managers, and functional managers

## HOW IT WORKS

### OPM
- 3 on-campus units held over 24 months (each unit is 3 weeks in duration)

### AMP
- 7 continuous and intensive weeks on campus

### GMP
- 4 modules over four months, consisting of 2 distance-learning modules (12 to 15 hours weekly) and 2 on-campus modules (each 3 to 4 weeks in duration)

### PLD
- 5 modules in total, consisting of 2 distance-learning modules (12 hours weekly), 2 on-campus modules (each 2 weeks in duration), and 1 optional on-campus module

## ALUMNI STATUS

### OPM
- After completing the program, participants will become alumni of Harvard Business School

### AMP
- After completing the program, participants will become alumni of Harvard Business School

### GMP
- After completing the program, participants will become alumni of Harvard Business School

### PLD
- PLD participants earn HBS alumni status by completing PLD’s optional Module 5 or an additional 10 days (2 credit weeks) of HBS Executive Education open-enrollment or custom programs

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