



Developing Yourself as a Leader

Syllabus

Developing Yourself as a Leader is designed to enable high-potential, emerging leaders to benefit from live, direct interaction with Harvard Business School faculty and talent development coaches without having to travel to campus and interrupt their work schedules. Participants will leave the course armed with a number of actionable learning outcomes, including bridging differences and collaborating more effectively; putting leadership theory into action; identifying goals to increase professional influence and impact; and how to work to tangibly improve colleagues' perceptions during and after the program.

Modules	Session Titles	Learning Objectives	Key Exercises, Coaching & Assignments
Module 1 Self-Discovery and Honest Self-Assessment	<ul style="list-style-type: none"> Prework (available 1/15): DISC Assessment Week 1 (1/29): When Opportunity Strikes (Bernstein) Week 2 (2/5): Understanding Your Leadership Profile (Lynde) Week 3 (2/12): PACE Discussion and Q&A (Bernstein and Lynde) (Optional) and Coaching Session #1 (Required) 	<ul style="list-style-type: none"> Understand your leadership profile Select goals to increase your professional influence and impact Prepare to take advantage of leapfrog opportunities in your career 	<ul style="list-style-type: none"> DISC assessment Mini-360s PACE note Coaching Session #1: Charting a Personal Path Forward
Module 2 Design and Planing	<ul style="list-style-type: none"> Week 4 (2/19): Design Thinking for Your Trajectory (Stern) Week 5 (2/26): Transitions (Elberse) Week 6 (3/5): Coaching Session #2 	<ul style="list-style-type: none"> Design a career path that builds relevant skillsets and channels your passions Explore career transitions including moving up and laterally Enlist colleagues' help in achieving leadership goals and milestones 	<ul style="list-style-type: none"> Inner Circle ideas for reaching first key goal Pixar story spine exercise Coaching Session #2: building a Detailed Action Plan
Module 3 Getting Yourself Ready	<ul style="list-style-type: none"> Week 7 (3/12): Negotiating Your Career (Gino) Week 8 (3/19): Developing Your Leadership Communication Capabilities – Help Desk (Bernstein) (Optional) Week 9 (3/26): Developing Your Leadership Communication Capabilities – Classroom Session (Bernstein) Week 10 (4/2): Building a Transformational Career (Bernstein) Week 11 (4/9): Coaching Session #3 Week 12 (4/16): Preparing to Thrive Amidst the (Surprising) Realities of Leadership (Bernstein and Lynde) 	<ul style="list-style-type: none"> Communicate for influence across the organization Bridge differences and collaborate more effectively Adapt this process to self-develop leadership skills throughout your career 	<ul style="list-style-type: none"> Quantified Communications exercise Virtual negotiation exercise Coaching Session #3: Discussion of Progress and Future Goal(s)



Developing Yourself as a Leader

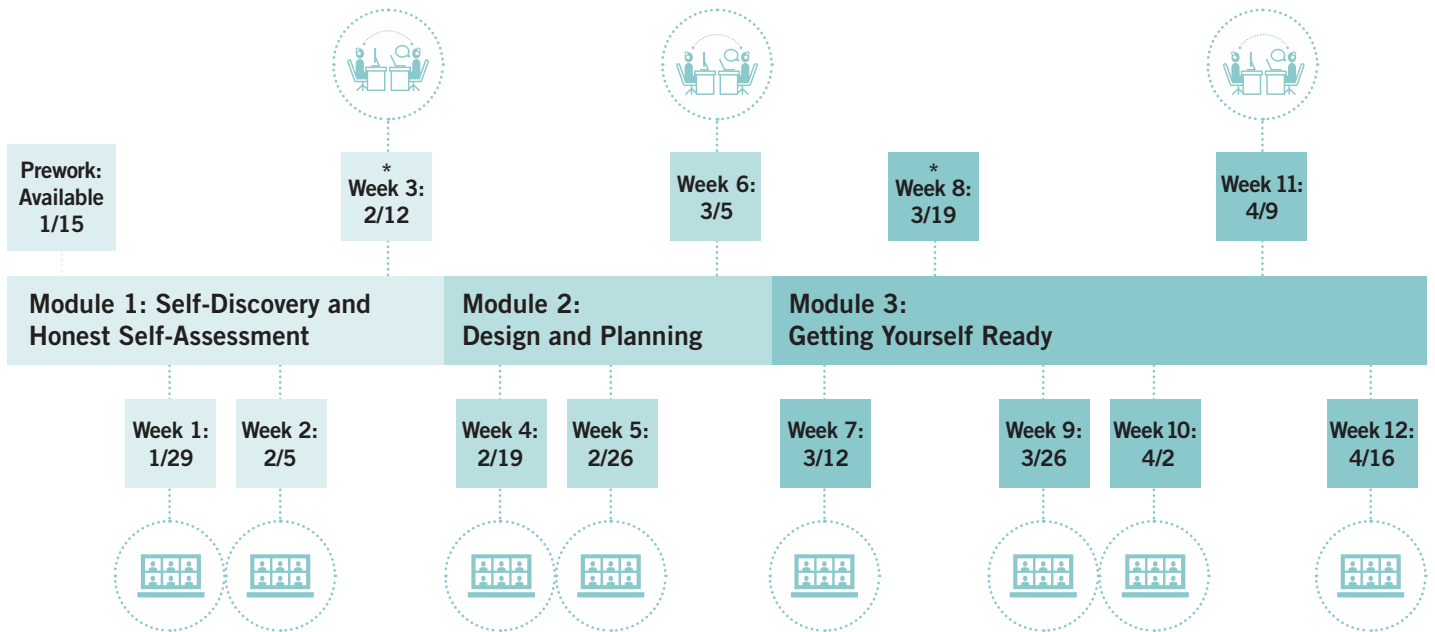
Course Timeline



Faculty Session (HBX Live Studio)



One-on-One Coaching Session



Cohort Times

Cohort	First Live Studio Session (1/29/19) Run Times	All Other Live Studio Sessions (2/5/19 - 4/16/19)* Run Times
Afternoon ET	12:00 PM to 2:30 PM**	12:30 PM to 2:30 PM**
Evening ET	7:00 PM to 9:30 PM**	7:00 PM to 9:00 PM**

*Synchronous faculty-led sessions will not be required on 2/12/19 or 3/19/19.

**Please note that the first 30 minutes of each session will be used for a technical check.

With the exception of an extended first session, each class session will last for 90 minutes. Participants should also expect to spend about an hour preparing for each class. The estimated total time commitment for the program is approximately 25-30 hours. Attendance at all sessions at designated times is expected and, just as in our classrooms on campus, everyone will be held to a high standard of engagement through lively discussion, debates, and the classic HBS “cold call.” One-on-one coaching sessions will be held at a mutually agreeable time between participants and HBS talent development coaches during the weeks indicated in the syllabus.