Courageous Leadership is designed to enable mid-career leaders, as well as those on the cusp of leadership roles, to benefit from live, direct interaction with Harvard Business School professor Nancy Koehn and a global community of peers 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 a deep understanding of their authentic leadership style, the tools to lead with courage and conviction through challenging scenarios and toward positive change, and the ability to bring those they lead along in pursuit of their organization’s mission.

<table>
<thead>
<tr>
<th>Session Titles</th>
<th>Learning Objectives</th>
<th>Pre-Session Readings</th>
<th>Key Exercises for Leadership Development Groups (Breakout Sessions with Peers)</th>
</tr>
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</table>
| **Session 1**  | The Power of Individual Agency and Leading Teams | • Understand your own agency as a leader.  
• Examine the role of self-awareness in that agency.  
• Identify specific tools for deepening your self-awareness and using it to lead teams. | • Read “The Call of History” (introduction, Forged in Crisis)  
• Read “Bring the Team Home Alive: Ernest Shackleton’s Challenge” (Forged in Crisis, Part One) | • Shackleton Lessons and their personal relevance  
• Competing Narratives Exercise  
• Leadership Moment Exercise (personal covenant) |
| **Session 2**  | The Value of Crucibles, Learning from Failure, and Resilience: Abraham Lincoln | • Understand your crucibles and the lessons they offer.  
• Explore the most relevant and actionable lessons from Lincoln’s leadership.  
• Access your resilience muscles. | • Read “Save and Transform the Nation: Abraham Lincoln’s Challenge” (Forged in Crisis, Part Two) | • Takeaways from Lincoln  
• Crucibles Exercise  
• Unpacking Resilience |
| **Session 3**  | Developing Courage in Relation to Our Greatest Fears: Frederick Douglass | • Access relevant tools and insights from Douglass’s leadership journey.  
• Examine an important crossroads in your life and what was/is at stake.  
• Identify your greatest fear and how to move forward in its presence. | • Read “End Slavery Forever: Frederick Douglass’s Challenge” (Forged in Crisis: Part Three) | • Process Greatest Fear Exercise  
• Focus on key lessons from Douglass  
• Finding your voice exercise |
| **Session 4**  | Living Our Values and Discovering Our Destiny in Service to Others: Dietrich Bonhoeffer | • Explore your most important values, including conflicts between them.  
• Examine the role of serving others in your leadership journey.  
• Assess Bonhoeffer’s tools for managing self-doubt and fear. | • Video upload: Practice giving feedback and coaching, and apply dimensions of leadership style to evaluate effectiveness  
• Create a diagram of your professional network in order to visualize, reflect on, and better utilize professional relationships  
• Reflect on what you’ve learned throughout the course, and consider your personal leadership development plan | • Bonhoeffer Lessons  
• Competing Values Exercise OR  
• Resume vs. Eulogy Values Exercise  
• Building Community Exercise |
# Courageous Leadership

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| **Session 5** Finding Our Sweet Spot and Embracing a Mighty Purpose: Rachel Carson | • Explore your sweet spot.  
• Access Carson’s most useful tools and lessons.  
• Examine the spectrum of relevant, effective leadership styles (including an introverted style.)  
• Begin to craft your purpose statement. | • Read “Protect the Earth and Its Creatures: Rachel Carson’s Challenge” *(Forged in Crisis, Part Five).* | • Carson Lessons  
• Sweet Spot Reflective Exercise  
• Letters of Gratitude Exercise  
• Purpose Statement Exercise, Part 1 |
| **Session 6** Seeing the Big Picture and Sustaining Belief in Our Ability to Change the World: Nelson Mandela | • Enhance your ability to see the larger picture of this moment and your role in it.  
• Identify key leadership lessons of Mandela’s experience.  
• Understand your own ability to motivate and inspire others.  
• Continue honing your purpose statement. | • To Be Announced                                                                                                              | • Empowering others exercise  
• Others to be announced                                                                                                         |
| **Session 7** Finding Our Mission and Developing Our Own Distinctive Leadership Style: Katherine Graham | • Explore the evolution of a leader's commitment and self-determination.  
• Examine a leader’s “leap of faith” in service to the mission.  
• Understand the making of your own leadership style.  
• Take stock of the key lessons from Graham’s leadership journey. | • Personal Story, pp. 318-357 and pp. 432-503. | • Exercise involving developing our leadership style  
• Charting your developmental path as a leader: identifying key landmarks  
• Leap of Faith Exercise                                                                                                         |
| **Session 8** The Next Generation of Leadership – Leading from Our Humanity: Greta Thunberg | • Assess the making and impact of the next generation of leaders, as exemplified in Greta Thunberg’s journey.  
• Examine the key lessons of Thunberg’s experience thus far.  
• Identify the role humanity plays in leading major change.  
• Understand the impact leaders such as Thunberg are exercising on younger and older individuals who want to make a difference. | • To Be Announced                                                                                                              | • To Be Announced                                                                                             |

**Live Studio Classroom Session Run Times**  
(8 Tuesdays from 5/5/20 – 6/23/20)  
4:00 PM to 6:00 PM ET*

**Leadership Development Group Session Run Times**  
(8 Tuesdays from 5/5/20 – 6/23/20)  
6:00 PM to 7:30 PM ET*

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*Courageous Leadership consists of two real-time, interactive components: a whole-class Live Studio session with Professor Nancy Koehn, and a Leadership Development Group session with a small group of fellow class participants. Each Live Studio session will begin with a 30-minute technical check, lead into a 90-minute class, and be directly followed by the 90-minute Leadership Development Group sessions, making the total active class time 180 minutes per meeting date. Participants should also expect to spend about 2-4 hours preparing for each class. The estimated total time commitment for the program is approximately 40-50 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.”

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