Harvard Business School Online

45–50 hours over 7 weeks
6–8 hours/week

Organizational Leadership

Syllabus

Organizational Leadership equips experienced team leaders and aspiring executives with the skills, strategies, and tools to rise to expanded leadership responsibilities and guide their organizations effectively. Learn how to set and communicate direction, influence through other managers, generate organizational alignment, drive innovation, and engineer change.

Modules	Leaders Interviewed	Takeaways	Key Exercises
Module 1 **Leading at Scale and Scope**	• Erasmo Nuzzi, Managing Director of European Emerging Markets, General Mills • Chris Young, CEO, McAfee (2017-2020) • Kweli Thompson, VP and GM, Cardiac Resynchronization Therapies, Medtronic • Rakefet Russak-Aminoach, CEO, Bank Leumi (2012-2019) • Chip Bergh, CEO, Levi Strauss & Co. • Mia Mends, CAO, Sodexo North America & SodexoMAGIC • Johan Lundgren, CEO, easyjet • Bethany Quam, Group President, Blue Buffalo, General Mills	• Understand the "double helix" of leadership—the intertwined work of delivering on organizational responsibilities and developing yourself personally—to lead divisions, units, or organizations effectively • Describe the key imperatives of transitioning to a new organizational leadership role and identify common dangers to avoid	• Learning Path Tool assessment: Complete a self-assessment and solicit feedback from colleagues • Time allocation exercise: Evaluate current priorities and gauge how to reallocate them as roles and responsibilities change
Module 2 **Leader as Beacon: Understanding the Context and Setting Direction**		• Assess the external context in which your organization operates and its impact • Develop a direction for your division, unit, or organization, informed by your analysis of the external context	• Identify key contextual factors shaping your organization today and in the future
Module 3 **Leader as Beacon: Communicating Direction**		• Use vision, purpose, strategy, and identity to craft a statement of direction • Apply techniques to communicate direction to every level of the organization and evaluate your effectiveness	• Record yourself communicating direction and evaluate the effectiveness of your and your peers' communication techniques
Module 4 **Leader as Architect: Designing to Deliver Value**		• Assess your organization's capacity to deliver on key tasks that create value • Diagnose and solve for challenges with organizational motivation, competence, and coordination to drive value creation • Experiment with making the critical design choices to align the people, systems and structure, and culture in your division, unit, or organization to deliver value	• Generate a three-year value creation plan for your division, unit, or organization • Align your organizational architecture to your three-year value creation plan

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Module 5	**Project Week**		• Identify a performance or opportunity gap within your division, unit, or organization, drawing on lessons learned by working through the Leader as Beacon and Leader as Architect workbooks • Develop an action plan to address the root causes of a performance or opportunity gap • Identify personal leadership development opportunities using feedback from the Learning Path Tool assessment	• Perform a root cause analysis in partnership with others in your organization and generate an action plan to address your findings • Networking activity (optional): Share your action plan with a peer in the course and receive feedback • Reflect on your Learning Path Tool assessment results and identify opportunities for growth
Module 6	**Leader as Catalyst of Change**		• Diagnose the need for organizational change in response to external shifts or internal challenges • Utilize the CHANGE model to implement organizational change successfully • Appreciate how to overcome resistance to change	• Reflect on key change initiatives within your organization and analyze their effectiveness using the CHANGE model
Module 7	**Leader as Catalyst of Innovation**		• Describe the steps for driving innovation within established organizations • Explain how to shape organizational culture into a culture of innovation	• Explore the value of learning from mistakes or failures to develop a culture of innovation • Reflect on what you have learned about leading organizations—and yourself—throughout the course

Learning requirements: In order to earn a Certificate of Completion, participants must thoughtfully complete Modules 1-7 and exercises therein (including the Learning Path Tool assessment) by stated deadlines.

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