ART AND PRACTICE OF LEADERSHIP DEVELOPMENT

A Master Class for Professional Trainers, Educators, and Consultants

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HARVARD Kennedy School
Executive Education
YOU’RE HERE TO MAKE A DIFFERENCE.
Across the globe, public, corporate, and nonprofit organizations must fortify their people to lead in complex environments with extraordinary thought, heart, and skill. They must generate high aspirations and mobilize multiple stakeholders toward innovative solutions to key strategic decisions. Significant resources are invested in training, coaching, and mentoring top professionals to be prepared for today’s challenges. More than ever, leadership development practitioners must ensure these senior-level executives possess the right competencies and skills to successfully adapt to new and unforeseen realities.

The Art and Practice of Leadership Development is an intensive Harvard Kennedy School executive program designed to engage leadership development professionals, including consultants, teachers, and trainers from around the world. Here, you will work closely with experienced colleagues and a faculty of distinguished leadership educators to examine a range of concepts and teaching methods. Throughout the program, a number of thought-provoking questions will be investigated, including:

» What common assumptions do people in your organization and community have about leadership? How do these assumptions limit the way they learn and practice leadership?

» In what ways do the dynamics of your organization support or impede leadership development activity?

» What is the difference between the practice of leadership development and other personal development work?

» What tools are available for leadership development?
» What is the place in leadership development for values, passion, and character?
» What are the ethics of leadership development, especially when using experiential methods?

The **Art and Practice of Leadership Development** is a highly interactive and experiential program with considerable time dedicated to debriefing and reflection. The program will also provide you with the opportunity to personally reflect upon your own practices and uncover new ways of thinking about the requirements for strengthening people’s capacity to practice leadership in today’s evolving global environment.

**Case in Point**
Pioneered by Heifetz and his colleagues, this program introduces teaching methods far more powerful than the traditional case method. Using the class itself as a case, this pedagogy enables participants to learn experientially about the dynamics of leadership and problem-solving in organizations and societies. Taking part in this real-time case study will enable you to investigate the frontiers of your own knowledge and skill, and experience the “perspirational” as well as the “inspirational” aspects of leadership.

**Peer Consultation Groups**
The program offers unique frameworks for analyzing the diagnostic and action challenges of leadership and leadership development. You and your peers will consult and receive consultations in small groups about key dilemmas each of you faces in your own leadership development and consulting work.
Alumni Observers
Program alumni return each year to work with the faculty and participants as observers and commentators on the real-time leadership and problem-solving dynamics of the classroom and small group sessions.

WHO SHOULD ATTEND

The program is designed for experienced leadership development and consulting professionals who represent a wide range of global organizations in the public, corporate, and nonprofit sectors. The professional experience and expertise of the classroom participants are critical to the learning process. Therefore, those selected will reflect a broad spectrum of perspectives and backgrounds. You should come prepared to help shape conversation, identify and question your own firmly held ideas about leadership, and exercise leadership throughout the program. Past participants have included:

» Government training and development officers
» Senior officers and trainers from corporate HR leadership development departments
» Senior managers from nonprofit and grassroots community-building organizations delivering leadership training
» Academics from professional schools, universities, and colleges engaged in curricular and co-curricular leadership development programs
» Principals of consulting firms advising clients on leadership in corporate, public, and nonprofit sectors

TO APPLY OR LEARN ABOUT PROGRAM DATES, CURRICULUM, TUITION, AND MORE, PLEASE VISIT EXED.HKS.HARVARD.EDU/EE/ART

Admission is competitive and based on professional achievement and organizational responsibility. There are no formal educational requirements; however, fluency in written and spoken English is a necessity for participation.
Ronald Heifetz is the King Hussein bin Talal Senior Lecturer in Public Leadership at Harvard Kennedy School and the founding Director of the Center for Public Leadership. He began his work on leadership at Harvard Kennedy School in 1983 and, with Riley M. Sinder and a team of Harvard Kennedy School colleagues, co-developed the groundbreaking “adaptive model” of leadership.

Professor Heifetz’s research focuses on the challenge of building the adaptive capacity of organizations and societies. He advises heads of governments, businesses, and nonprofit organizations, and speaks extensively around the world. He co-founded Cambridge Leadership Associates and is internationally renowned for developing transformative methods of leadership development and education. A graduate of Columbia University, Harvard Medical School, and Harvard Kennedy School, Heifetz is a physician and cellist. He is the author of the seminal work Leadership Without Easy Answers (1994); the bestselling Leadership on the Line: Staying Alive through the Dangers of Leading, co-authored with Marty Linsky (2002); and The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World, co-authored with Marty Linsky and Alexander Grashow (2009).

“My experience participating in the Art and Practice of Leadership Development program was most influenced by the willingness of the faculty to turn up the heat, the tolerance for chaos, the quality of the participants, and the choreography of the sessions.”

- ART AND PRACTICE OF LEADERSHIP DEVELOPMENT ALUMNUS
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