LEADERSHIP FOR THE 21ST CENTURY

Chaos, Conflict, and Courage
Leadership for the 21st Century was the best training I have ever experienced, pushing me to my limits in a learning environment second to none. I left Harvard a different person.

– MARVIN SIMS
EQUITY COORDINATOR
MOUNDS VIEW PUBLIC SCHOOLS
UNITED STATES

Every day, whether we know it or not, we make decisions that are based on a personal set of assumptions which are often guided by “gut instinct.” Leadership for the 21st Century: Chaos, Conflict, and Courage explores the reasons why we lead the way we do, offering you a transformative opportunity to learn how to exercise leadership with more courage, skill, and effectiveness.

While most leadership development offerings focus primarily on building a distinct set of skills and tactics, Leadership for the 21st Century goes beyond this framework, pushing you to think seriously about your deepest assumptions and most strongly held values. It will also encourage you to examine how your ideals, principles, and beliefs may have limited you in the past. By challenging you to look deeper than quick fix, short-term solutions, you will return home equipped with the tools and knowledge necessary to examine the competing commitments and loyalties within your own organization and community.
The unique teaching approach of Leadership for the 21st Century uses the group as a real-time case study. Key leadership concepts are learned in the moment as the dynamic classroom setting forces participants to confront some of the very same conditions that make exercising leadership so challenging and dangerous in the public sphere. You will experience the “perspirational” as well as the “inspirational” aspects of leadership, and collaborate with your colleagues to discuss and reflect upon your own personal leadership challenges, which will form the basis of peer-group consultations throughout the week.

Within the framework of lectures and group discussions, the curriculum will focus on:

» Exercising leadership with and without authority
» Analyzing and managing the dynamics that impede progress
» Unlocking individual and group creativity
» Translating purpose and commitment into effectiveness
» Finding your voice
» The centrality of purpose to the activity of leadership
» The characteristics of effective intervention

You will actively exercise leadership in the classroom, help shape class conversations, and identify and question firmly held ideas about leadership. Class dynamics will also play an integral role in the program’s curriculum.
WHO SHOULD ATTEND

The program is intended for senior executives in public, corporate, and nonprofit organizations who wish to better understand the personal and political aspects of leadership and improve their own capabilities. Because each participant’s experiences are critical to the learning process, a professionally and geographically diverse class will be selected.

TO APPLY OR LEARN ABOUT PROGRAM DATES, CURRICULUM, TUITION, AND MORE, PLEASE VISIT

EXED.HKS.HARVARD.EDU/EE/LEAD

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.
Hugh O’Doherty is Adjunct Lecturer in Public Policy at Harvard Kennedy School. He has taught leadership and conflict resolution at the Jepson School of Leadership Studies and the University of Maryland, where he directed the Ireland-U.S. Public Leadership Program for “emerging” leaders from all the political parties in Ireland. In Northern Ireland, O’Doherty led the Inter-Group Relations Project, an initiative bringing together political and community leaders in Ireland to establish protocols for political dialogue. He has consulted extensively with a variety of clients including the Irish Civil Service, the American Leadership Forum, the Episcopalian Clergy Leadership Program, and the Mohawk Community Leadership Program in Canada. O’Doherty has also consulted in Bosnia, Croatia, and Cyprus, and has addressed the United Nations Global Forum on Reinventing Government.

“I loved the experience of Leadership for the 21st Century and found the diverse mix of participants, program content, and unique teaching approaches extremely engaging and thought-provoking.”

– ELIZABETH WILDE
ASSISTANT SECRETARY, DEPARTMENT OF FOREIGN AFFAIRS AND TRADE
AUSTRALIA