

# LEADERSHIP DIRECT

{ FOR EMERGING AND HIGH-POTENTIAL LEADERS }



{ A UNIQUE APPROACH }

# LEADERSHIP DIRECT

DEVELOP THE SKILLS OF EMERGING AND HIGH-POTENTIAL LEADERS WITH THE SCALE, REACH, AND FLEXIBILITY YOU NEED TO ADDRESS TODAY'S CHANGING GLOBAL BUSINESS ENVIRONMENT.

**LEADERSHIP DIRECT** from Harvard Business Publishing is a blended-learning program designed to quickly develop key leadership capabilities while reinforcing critical thinking and general management skills to cohorts of emerging or high-potential leaders.

Led by expert moderators, participants engage as a group in a custom-tailored learning curriculum. With dynamic live experts and highly respected content, the learning model encourages peer interaction and discussion, setting the stage for continuous learning.

**LEADERSHIP DIRECT** is designed to help your emerging and high-potential leaders:

- Build core general management capabilities
- Stay current with the best new business models and concepts
- Cultivate an effective peer network
- Develop the critical thinking skills needed in today's global business environment.

## PROGRAM DESIGN

FOLLOWING CASE METHOD PRINCIPLES for group learning and a leader-as-teacher model, the typical program is based on six instructional elements:

- A core face-to-face session is designed to build trust among cohort teams and establish networking relationships.
- A virtual learning environment is used for the majority of the modules, which allows teams to work from geographically dispersed locations.
- Harvard Business Publishing engages faculty, authors, and experts to lead live virtual sessions and participate in online Q&A.
- Using client business leaders in key co-moderation, coaching, or support roles reinforces the concept of leader-as-teacher.
- Participant-centered learning design combines case-method instruction, online discussion, off-line self-study, and team activities to develop critical thinking skills.
- An action learning project applies course learning to real-world business problems.

## TARGET AUDIENCE

LEADERSHIP DIRECT was created for cohorts of emerging leaders and high-potential leaders. With both audiences, LEADERSHIP DIRECT develops critical management skills and leadership capabilities in a virtual real-time setting that bridges geographic boundaries.

### Emerging Leader Cohort

These participants are typically senior individual contributors or team leaders. They have job experience characterized by project-based assignments. **LEADERSHIP DIRECT** provides key skills that accelerate development, support new role transitions, and provide a broader operating perspective.

### High-Potential Leader Cohort

These participants are leaders who operate in a strategic business unit role or who have broader responsibility. They are identified in a succession plan and have job experience characterized by several rotational assignments. **LEADERSHIP DIRECT** develops general management skills and supports an evolving set of strategic responsibilities.

## KEY TAKEAWAYS AND BENEFITS

- Content selected from Harvard Business Publishing delivers the world's best ideas to address your organization's biggest leadership development challenges.
- Program is custom-tailored to your business needs and strategic imperatives.
- Industry experts and authors present key concepts and engage in Q&A.
- A unique collaborative learning environment encourages peer interaction and critical thinking.
- Group participation is facilitated by expert moderators.



# PROGRAM CURRICULUM

THE PROGRAM CURRICULUM for each cohort is based on global client feedback and curriculum reviews by key faculty and leading authors. Course materials include Harvard Business School faculty seminar videos, eLearning content, articles and book chapters, and custom content prepared by Harvard Business Publishing authors and experts.

FOR EMERGING LEADERS

## STRATEGY EXECUTION

Learn to create and implement action plans and incentives that are aligned with organizational and business unit strategy.

## LEADING AND MANAGING TEAM PERFORMANCE

Explores a range of leadership styles and when to apply them; how to create an inspiring vision; coaching; modeling behaviors; and motivational skills.

## INNOVATION

Harness creative tension within groups to generate innovative solutions; solicit stakeholder support; create a business case for new ideas; and manage the development process.

## BUSINESS ACUMEN

Understand the drivers of business value and associated metrics; risk assessment and management; and effective decision frameworks.

## COMPETING AS A GLOBAL BUSINESS

Managing global teams; developing a multicultural mind-set; enhancing cultural emotional intelligence; and addressing business challenges and opportunities associated with a global customer base.

## CUSTOMER FOCUS

How to define customer market segments; develop insight into customer satisfaction and loyalty, and use customer focus to drive sustainable business results.

**“LEADERSHIP DIRECT  
HAS BEEN INVALUABLE** IN ENSURING  
THAT WE WILL HAVE A STRONG LEADERSHIP CULTURE IN PLACE  
TO MEET OUR STRATEGIC GOALS.

**THE CONTENT, EXTENDED COMMUNITY OF THOUGHT LEADERS  
AND ACADEMICS, AS WELL AS THE EXPERT MODERATORS, PROVIDE  
A SUPERIOR PROGRAM.”**

— DR. VIJAYAN IMMANUEL  
GLOBAL DIRECTOR, TRAINING AND ADVANCED LEARNING  
HCL TECHNOLOGIES

FOR HIGH-POTENTIAL LEADERS

#### **STRATEGY**

Understanding the relationship between business models and competitive strategy; provides frameworks for analyzing and developing strategic plans.

#### **TALENT MANAGEMENT**

Succession planning; identifying strategically significant roles within the organization; the role of leaders in developing leadership bench strength.

#### **INNOVATION**

Organizational approaches to innovation systems; fostering innovation; assessing and managing strategic risks; strengthening execution capabilities.

#### **LEADING CHANGE**

Organizational, business unit, and individual change management and its relationship to sustainable success. Align strategy, structure, processes, skills, people, and cultures.

#### **DECISION MAKING**

Learning the nuances of making decisions within a framework appropriate to seasoned leaders.


#### **COMPETING AS A GLOBAL LEADER**

Creating and implementing a global strategy from multiple viewpoints; developing capabilities to support a global business; understanding trends in developing markets.

“AS A GLOBAL COMPANY, WE REQUIRE A PROGRAM THAT ALLOWS OUR MANAGERS TO COME TOGETHER DESPITE DIFFERENT TIME ZONES.

THE PROGRAM’S 24/7 ACCESS OFFERS THE FLEXIBILITY OUR PARTICIPANTS NEED WHILE ALSO PROVIDING WORLD-CLASS CONTENT.”

— EVELYN TAYLOR  
GLOBAL ORGANISATIONAL DEVELOPMENT  
REED ELSEVIER



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# Leadership Direct


COMMUNITY Leadership Transitions ORGANIZATION

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**Best Practices Initiatives**

- > [Retaining Management Talent](#)
- > [Customer Choice Modeling](#)
- > [Eco-Friendly Design](#)

## Feature



**CHANGING MINDS**

Implementing a radical turnaround within a hidebound organization is no simple task. But leadership, tenacity, and seven levers of persuasion did the trick at British Petroleum. [Read more](#)

**Howard Gardner**  
*Professor of Cognition and Education, Harvard Graduate School of Education*

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## Recommended

- THE SET-UP-TO-FAIL SYNDROME**  
 Employees whom you view as weak performers live down to your expectations. [Abstract](#)
- IDENTIFYING JOBS TO BE DONE**  
 Understand how customers “hire” products and services to get jobs done in their lives to master the innovation cycle. [Abstract](#)
- FACULTY SEMINAR VIDEO: STRATEGIC AGILITY**  
 Inertia prevents some companies from exploring new ways to solve problems. [Abstract](#)
- CASE STUDY: SEALED AIR CORP.**  
 How can this company maintain a unified corporate culture? [Abstract](#)

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## Latest Discussion Threads

TOPIC	NUMBER OF POSTS	LAST POST
<a href="#">Risk and Innovation</a>	5	07 Dec 08
<a href="#">Strategic Planning</a>	2	09 Dec 08

[Go to Discussions](#)

## EVENTS

[View All Events](#)

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DECEMBER

S	M	T	W	T	F	S
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7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	28	30	31			

Next Month: [Webinar: Scope and ...](#)

## YOUR OPINION

Is your challenge:

- Managing Growth
- Sustaining Growth
- Generating Growth

[Submit Choice](#)

## QUESTIONS ANSWERED

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Get answers to the most frequently asked questions this month:

- [What are significant moments for overcoming resist...](#)
- [Where can I learn about managing multivendor source...](#)

[See All Questions](#)

## LEADERSHIP DIRECT PROGRAM ELEMENTS

**1 BIWEEKLY FEATURE**  
An effective way to engage busy participants—a story from your senior leaders, interviews, or key points from important research.

**2 CALENDAR**  
Webinars, interactive workshops, group activities, and other events are all shown here.

**3 EXPERTS' PROFILES**  
Who are the leading thinkers in business and leadership? What are they working on? Find experts' profiles and links to their work.

**4 TEAMWORK IN ACTION**  
Collaborative team projects are selected by your management or by participants to build skills while achieving real business results.

**5 FEATURED CONTENT**  
Learning materials reflect the needs and objectives of your organization and support a transformational learning experience.

**6 TIPS, ADVICE, AND IDEAS**  
Participants can send questions privately to our moderators. Those questions are answered individually, with frequent Q&As posted here.

**7 FORUMS LED BY KEY AUTHORS, FACULTY, AND EXPERTS**  
Participants also discuss ideas and interact with each other through online forums moderated by Harvard Business Publishing.

# FREQUENTLY ASKED QUESTIONS

HARVARD BUSINESS PUBLISHING'S NEW OFFERING FOR EMERGING AND HIGH-POTENTIAL LEADERS IS A POWERFUL WAY TO EXTEND YOUR COMPANY'S INVESTMENT IN ITS FUTURE WHILE DELIVERING RESULTS TODAY. WE CAN TAILOR A LEADERSHIP DIRECT PROGRAM TO ADDRESS YOUR MOST STRATEGIC IMPERATIVES.

## HOW DO I GET STARTED?

Experts from our professional services team will help tailor a program that maps to your business needs. We look at issues that include your business challenges and how these map to your existing leadership development programs and at specific cohort issues such as the size, composition, and geographic location of your participants.

## HOW LONG IS A TYPICAL PROGRAM?

A typical six-module program lasts six months and includes ongoing, biweekly, monthly, and quarterly activities. Actual time depends on business requirements and schedule considerations. The program can involve a kickoff event, professionally moderated discussions via chat, virtual seminars, and case discussions. The standard program includes an action learning project that concludes with a final report and presentation.

## WHAT IS THE REQUIRED TIME COMMITMENT FROM THE LEARNER?

**LEADERSHIP DIRECT** allows participants to learn today and apply tomorrow. Program assignments and discussion sessions are built into the normal work calendar and linked to business issues. Learners typically spend three to four hours per week or twelve hours per module, although actual time commitments are based on the specific learning objectives and audience.

## WHO ARE SOME OF THE EXPERTS THAT PARTICIPATE IN THE PROGRAM?

Our compelling authors and faculty members are a proven point of interest. Featured speakers are Harvard Business Press and *Harvard Business Review* authors and editors and can include faculty members from Harvard Business School or affiliate organizations.

## WHAT LEARNING METHODOLOGY IS USED IN A LEADERSHIP DIRECT PROGRAM?

A **LEADERSHIP DIRECT** program is based on a participant-centered learning methodology that encourages reflection, discussion, and critical thinking. The overall impact of this method can be both personal and transformational.

## CAN MY LEADERS BE INVOLVED IN THE TEACHING PROCESS?

Active involvement from senior leaders can have an enormous impact on the quality of the learning experience and the success of the cohort. We provide training to allow for the involvement of leaders in co-facilitation, online moderation, and discussion leadership roles.

## LEARN MORE

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