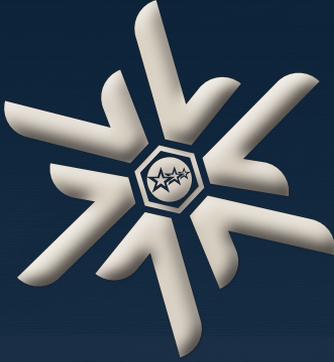




جامعة جدة  
University of Jeddah



# Leadership Development Program: A Complete Guide

University of Jeddah

رؤية جامعة جدة  
الجامعة السعودية الحديثة  
NEW SAUDI UNIVERSITY VISION







**جامعة جدة**  
**University of Jeddah**

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



“My primary goal is to be an exemplary and leading nation in all aspects, and I will work with you in achieving this endeavour.”



Custodian of the Two Holy Mosques  
King Salman Bin Abdulaziz Al-Saud



We are living in a time of scientific innovation, unprecedented technology, and unlimited growth prospects. These new technologies such as Artificial Intelligence and the Internet of Things, if used optimally, can spare the world from many disadvantages and can bring to the world enormous benefits.



Crown Prince, Deputy Prime Minister  
His Royal Highness Prince  
Mohammed bin Salman bin Abdulaziz





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Careers of High-Potential Leaders



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UJ Framework for Leadership Development

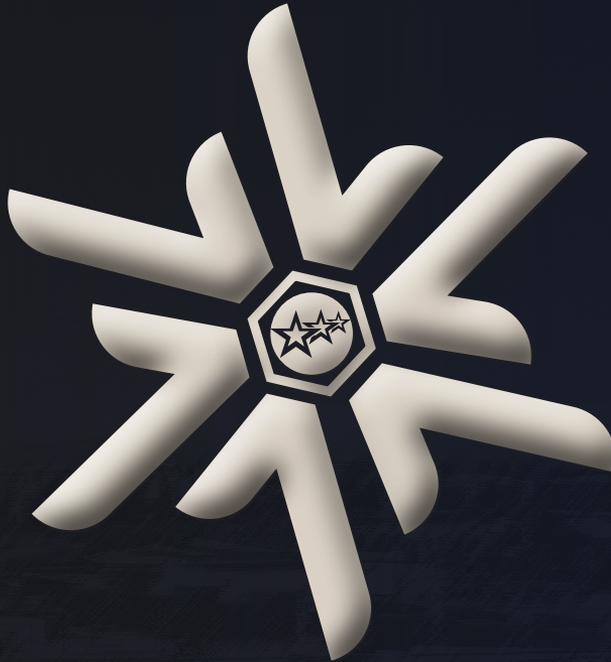


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UJ promising "waeid"  
واعد



## Careers of High-Potential Leaders



We believe that long-term success of the University of Jeddah requires a pipeline of visionary leaders who will build and secure the University and its vision. The Leadership Development Program prepares emerging executives at UJ to become more effective influencers who can contribute to corporate success on a remarkable level.







## Leadership Development Program

University of Jeddah



# Leadership Development Program

University of Jeddah

The UJ Leadership Development Program aims at encouraging and supporting distinguished leaders. The UJ is committed to transforming how we lead by supporting essential collaboration across the diverse teams. The University of Jeddah promotes young leaders through richer experiences and knowledge that drive a social, environmental, and economic well-being at UJ. While the UJ perseveres to be recognised as a young academic and research active institution, we promote a culture of empowering leadership and preserving developed ecosystem, and sharing the message of success.

## Section I. Program Objectives & Key outcomes

This program improves UJ leaders decision-making and cross-functional skills by expanding their understanding of the University's vision, strategic plans, and operational systems. With broader knowledge, global perspectives, and leadership insights, they will be ready to establish an agile culture that embraces digital transformation and implement strategies, driving UJ towards the realization of its future prospects.

- 1) Take the first step toward becoming a member of the UJ leaders
- 2) Empower visionary leaders who think about the future through a diverse global lens
- 3) Master the cross-functional challenges of academic leadership
- 4) Lead organizational change and inspire high-performing teams
- 5) Develop a personal leadership philosophy and presence that reflect greater confidence and capabilities
- 6) Capitalize on the opportunities unleashed by digital transformation
- 7) Formulate a detailed action plan to address your strategic and leadership challenges

## Section II. Types of leadership development

While many universities prefer various types of leadership to take university forward, the University of Jeddah utilizes the Four Es of Leadership Development approach:

### 1) Education

Educate and nurture candidates' knowledge of leadership styles and leadership skills, with particular focus on academic contexts and possible scenarios.

### 2) Experience

Engage candidates in various functional roles, projects, initiatives, and offer opportunities for leading teams.

### 3) Exposure

Through coaching and mentoring, and through exposure to real world experiences of leadership alongside leaders in major roles.

### 4) Evaluation

Evaluate performance, using different tools to enhance quality, and develop action plans for improvement.

## Section III. How organization culture helps UJ develop leadership skills

UJ culture and leadership work together to create and sustain a workplace that reinforces trust, harmony and collaboration.

## Section IV. What is UJ culture?

Shared values, goals, ethics, expectations, and beliefs contribute to the making of UJ culture. These drive how decisions are made, what actions are taken, and the business results that follow. This organizational culture dictates the workplace environment, both at the center as well as peripheral campuses. remote.

## Section V. Academic Cultural Tone

- 1) Explain the UJ vision, mission, core values and goals
- 2) Define, monitor, teach and reward the culture advocated
- 3) Promote the growth and success of the business
- 4) Foster integrity, trust, honesty, diversity and inclusion, equity, and fairness in the workplace
- 5) Maintain their own ethical standards at all times

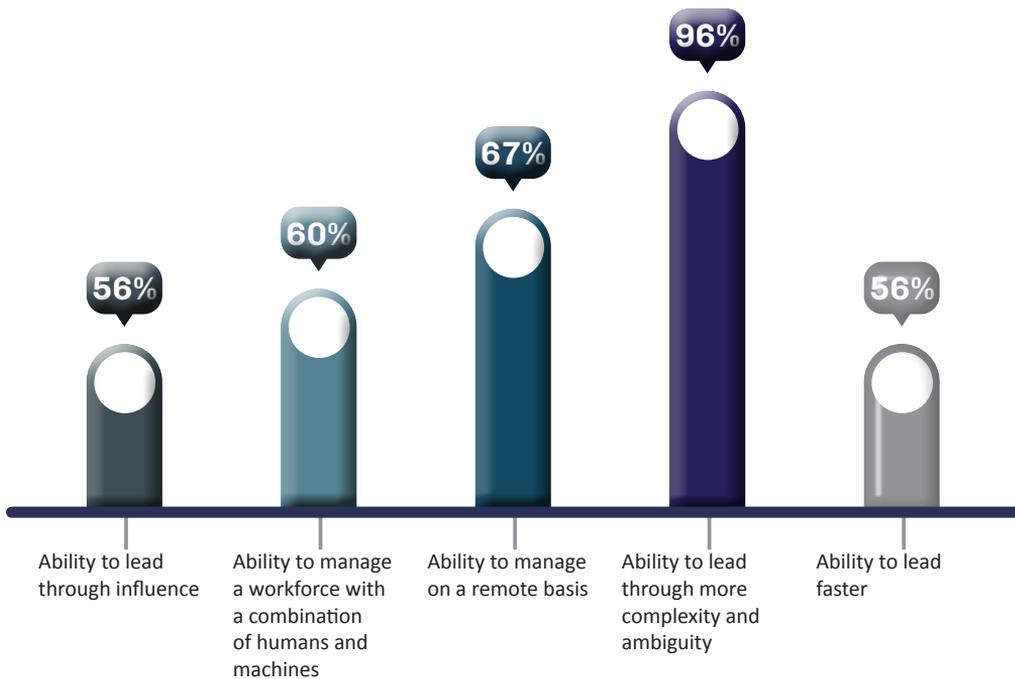
## Section VI. A Culture of Belonging

UJ culture entails taking all on board. UJ leaders should embrace the best practices to enhance individuals' sense of belonging including students, staff members, other leaders, and administrative staff.

## Section VII. What are leadership development programs?

Effective leadership development programs provide the opportunity and guidance to develop the skills needed to manage careers, lead others to success, and contribute to the organization’s prosperity and sustainability.

**Expectations of 21<sup>st</sup> Century Leaders**



## Section VIII. Why is leadership development important?

Understanding the importance of an agile organization, UJ believes in the investment of putting in development programs today specifically designed to cultivate successive lines of well-equipped leaders to proceed forwards with the building and execution of visions and plans.



Goal

Start

1

2

3



Studies have shown that leadership development program helps to:

- 1) **Reduce attrition:** good leaders help retain skilled and talented members.
- 2) **Increase retention:** with an effective leadership development program, members are less inclined to leave.
- 3) **Increase engagement:** developing leaders is one way of improving engagement.
- 4) **Promote continuous personal growth:**
- 5) **Ensure continuity:** an LDP helps instill UJ's values in the next generation of leaders, whether it be formal succession planning or more general training.
- 6) **Attract talent:** you need to differentiate yourself by offering something to leaders that rivals don't.

## Section IX. Who should attend a leadership development program? (Target audience)

- 1) **Current managers and senior leadership** who need to develop their leadership style and keep up in a fast-paced business environment.
- 2) **People recently promoted** to management positions for executive development.
- 3) **People with new leadership responsibilities** perhaps because of expansion, merger, navigating change, or reorganization.
- 4) **People facing new challenges** managing staff, the pace of change, communication skills or technology.
- 5) **Aspiring managers** who demonstrate potential.



- 6) **Early career professionals** – to gain a deeper understanding of a business, while developing leadership skills, to be fast-tracked to a management role.

## Section X. UJ sets up an effective leadership development program that

- 1) Sets objectives in alignment with UJ's priorities
- 2) Define leadership and its main qualities
- 3) Audit current leadership against the criteria
- 4) Plan and implement a wider leadership development program.
- 5) Create personal development plans with leaders

## Section XI. How to measure the results of a leadership development program

Towards measuring the results of the LDP, UJ attempts a balance between the autonomy and trust of its leadership circles, and the quality imperatives of assessing its effectiveness. Hence, different strategies will be used including mentor's reports on junior leaders, surveys, follow-up feedback, among others.

## Section XII. Top leadership skills to teach in a development program

UJ aspires to develop a program that nurtures world-class leadership competencies that maintain a sustainable leadership in the midst of current competitive and fast changing landscapes of academic organizations:

- 1) **Goal-setting and planning:** setting short term and long term goals, understanding the re-sources and optimizing them, then assigning tasks

to proceed towards the achievement of these goals.

- 2) **Communication:** It's essential for academic leaders to be able to communicate messages efficiently and effectively.
- 3) **Negotiation:** Negotiation is a very important skill that UJ cares to develop in its future leaders. By mastering how to be strong influencers and fair negotiators, leaders will return to their teams knowing that it is not about power, but about the best influence on employees to drive results.
- 4) **Accountability:** Being able to define accountabilities and rigorously holding direct reports to their commitments, a leader helps everyone know where they stand to produce the results they need.
- 5) **Delegation:** This is the ability to assign tasks to others, including tasks a leader needs help with completing. When you delegate effectively, you can choose the best team member for the task and support them with clear instructions.
- 6) **Dependability:** This sets the standard of behavior and work ethic that need to be maintained in the workplace, to complete tasks correctly and timely.
- 7) **Integrity:** Having a clear and pronounced moral code and ethics that the organization and its leaders as well as all members should embrace and adhere to.
- 8) **Decisiveness:** The ability to make quick, educated and high-quality decisions, even under pressure. Decisive leaders understand the options and consequences of a decision. Decisiveness also involves having in-depth industry knowledge and experience, so these are critical skills to be developed.
- 9) **Motivation:** Being able to motivate others convinces team members to complete tasks, reach goals and develop their own careers. Self-motivation is also important for completing work, reaching objectives and leading by example.



**10) Conflict management:** It involves the ability to mediate between parties who have disagreements about a topic or situation and move towards a resolution.

**11) Team building:** This skill identifies strengths and areas for improvement in each team member to create strong teams with compatible personalities and the required skills. Team building also involves encouraging collaboration and support through training and bonding activities that help teams get to know each other better as professionals.

### Section XIII.





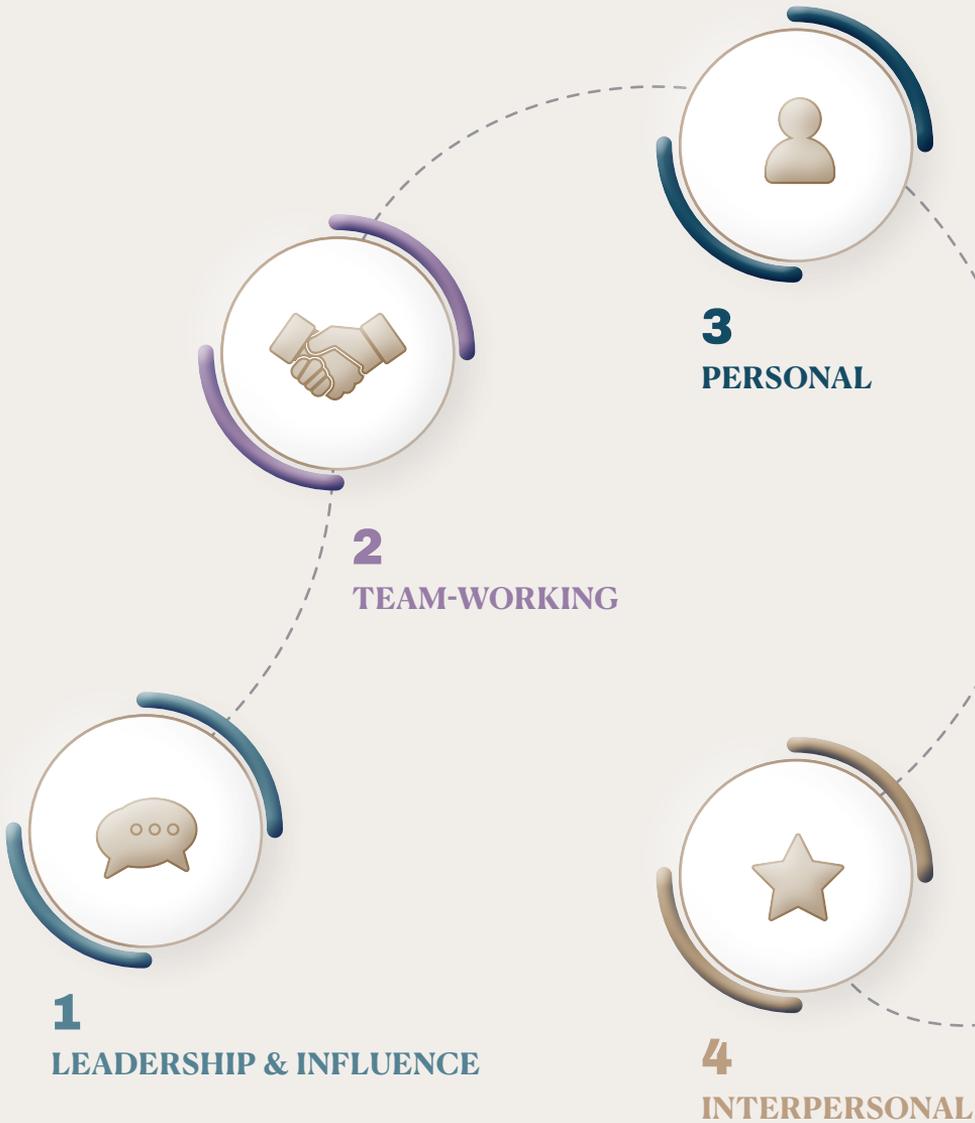
## UJ Framework for Leadership Development



We believe that long-term success of the University of Jeddah requires a pipeline of visionary leaders who will build and secure the University and its vision. The Leadership Development Program prepares emerging executives at UJ to become more effective influencers who can contribute to corporate success on a remarkable level.



## UJ Framework for Leadership Development



**5**  
**CHANGE MANAGEMENT**



**8**  
**WORKPLACE AND  
PROFESSIONAL  
CULTURE**



**6**  
**BUSINESS AND GOVERNANCE**



**7**  
**TRANSFORM-  
ATION AND  
INNOVATION**

## Section XIV. UJ Framework for Leadership Development

### 1) Leadership and influence

- a. Developing purpose, building a shared vision and culture
- b. Leveraging strengths and focusing on success
- c. Leading by example, building trust and influencing others at work
- d. The Arc of Authentic Leadership and The four-frame model of leadership in Higher Education
- e. Science and strategy of empathy leadership
- f. Setting targets and alignments with organization goals
- g. Harnessing technology and tools
- h. Cohesion, and agility
- i. Business and Technology Trend Awareness

### 2) Team-working

- a. Selecting for roles and developing effective teams
- b. Building, managing, motivating and leading teams
- c. Empowering, enabling, delegation of tasks and increasing capacity
- d. Mentoring, coaching, training and rewarding

### 3) Personal

- a. Explore different leadership styles and core leadership skills
- b. Enhancing leadership traits (innovation, entrepreneurial, etc.)
- c. Motivation, clarity of purpose and emotional intelligence
- d. Drive for excellence and dealing with challenges
- e. Decision making skills and understanding situations
- f. Communication skills



- g. Self-development

#### **4) Interpersonal**

- a. Approaches of influence, authority and power
- b. Drivers and motivations
- c. Effective, confident communication and negotiation
- d. Bridging through communication and effective feedback

#### **5) Change Management**

- a. Methods for managing change
- b. Risk management, and cost & benefit
- c. Managing priorities and resources
- d. Conflict Management
- e. Initiative and project management
- f. Performance management and feedback
- g. Strategy implementation and execution
- h. Finance and marketing
- i. Managing stress and
- j. Quality strategy and management, and audit compliance

#### **6) Business and governance**

- a. Strategies for business value creation and capture, and competitive advantage
- b. Business intelligence and Applying Data to Decision Making
- c. Policies and organization design
- d. Driving value and entrepreneurial organization
- e. Public relations, strategic alliances and networks
- f. Sustainability and Corporate Social Responsibility

#### **7) Transformation and innovation**

- a. Leading and driving organization change
- b. Identifying and empowering champions of change and innovation
- c. Fostering innovation culture
- d. Planning and continuous development of resources
- e. Dealing with resistance to change
- f. Leadership in times of crisis

### **8) Workplace and professional culture**

- a. Importance of fairness, transparency, honesty and integrity
- b. Taking responsibility and accountability
- c. Respect, equal opportunity and inclusion
- d. Cooperation and openness



## Section XV. Levels of leaders at University of Jeddah

This leadership development program will assist five levels of leaders at University of Jeddah.

### Leadership level at



1

#### LEADING SELF



Individual contributors, professional staff, and emerging leaders

2

#### LEADING OTHERS



Leaders of individual contributors

### challenges

- Prepare for management or leadership role
- Build a common leadership language within an organization
- Increase personal effectiveness and performance

- Transition from individual performer to leading a team
- Build relationships to get work done
- Deal effectively with conflict
- Solve problems successfully

### competencies

- Establishing credibility
- Leading with purpose
- Delivering results
- Doing whatever it takes
- Interpersonal savvy
- Embracing flexibility
- Tolerating ambiguity
- Understanding one's own values and culture

- Coaching and developing others
- Leading team achievement
- Building and maintaining relationships
- Resolving conflict
- Learning to delegate
- Innovative problem solving
- Embracing change
- Adapting to cultural differences



3

### LEADING MANAGERS

Experienced leaders who lead other managers or senior professional staff

- Integrate cross-functional perspectives in decisions
- Handle complexity
- Manage politics
- Sell ideas to senior leaders
- Select and lead managers for high performance

- Thinking and acting systemically
- Managing organizational complexity
- Negotiating adeptly
- Selecting and developing others
- Taking risks
- Implementing change
- Managing globally dispersed teams
- Building resiliency

4

### LEADING THE FUNCTION

Senior leaders of organizational functions or divisions

- Set vision and build toward the future
- Balance trade-offs between the short- and long-term
- Align the organization for strategy implementation

- Being visionary
- Driving results
- Strategic thinking and acting
- Creating engagement
- Identifying innovation opportunities for new businesses
- Working across boundaries
- Leading globally

5

### LEADING THE ORGANIZATION

Top executives leading the enterprise

- Set organizational direction
- Foster alignments across the organization
- Gain commitment for performance
- Refine and build strong executive persona

- Creating and articulating vision
- Creating strategic alignment
- Developing a leadership and talent strategy aligned with business strategy
- Leading the culture
- Executive image
- Creating a culture of innovation
- Catalyzing change
- Leading outwardly

## Section XVI. Core Development Programs

UJ has various Core Development Programs in order to build the most critical skills for success at each level of our leadership. They are driven by essential outcomes and focused on key requirements for success at each level.

The programs are deeply personal and customized to each leadership level. Our proven model of development integrates assessment, challenge, and support, helping leaders internalize essential lessons and create action plans for improvement.

- Leading Self
- Leading Others
- Leading Managers
- Leading the Function
- Leading the Organization





Course	LEADING SELF
Leadership Principles	✳
Leadership, Ethics, and Corporate Accountability	✳
Negotiation Mastery	✳
Leaders of Learning	✳
Managing Happiness	✳
Leading in the Digital Era	✳
Communicating for Impact	✳
High Potentials Leadership Program	✳
Becoming a Leader: Developing Your Style and Making Decisions	
Emotional Intelligence in Leadership	
Growing as a Purposeful Leader	
Effective Organizational Communication	
Leading More Effective Teams	
The Authentic Leader	
Authentic Leader Development	
Management Essentials	
Strategic Leadership: Enhancing Your Personal Effectiveness	
Leadership Coaching Strategies	
Strategic Project Management	
Building a Sustainable Organization	
Organizational Leadership	
Strategy Execution	
Building Organizational Cultures: A Framework for Leaders	
Design Thinking: Creating Better Customer Experience	
Designing Organizational Structure	
Leadership for Senior Executives	
Power and Influence for Positive Impact	
Agile Leadership: Transforming Mindsets and Capabilities	
Creative Thinking: Innovative Solutions to Complex Challenges	
Leading Difference for High Performance	
Audit Committees in a New Era of Governance	
Beyond Strategic Planning: From Implementation to Sustainment	



LEADING  
OTHERS

LEADING  
MANAGERS

LEADING THE  
FUNCTION

LEADING THE  
ORGANIZATION



Course	Program Benefits	Description
Leadership Principles	<ul style="list-style-type: none"> <li>• Understand your motivational drivers, emotional intelligence, and communication methods to establish a personal leadership style</li> <li>• Apply or adapt your leadership style to meet specific challenges</li> <li>• Manage the conditions that drive team performance</li> <li>• Coach colleagues and share feedback in ways that enable them to develop and deliver</li> <li>• Take charge of your professional development as you navigate the challenges of transitioning from an individual contributor to a leader</li> </ul>	Learn to bring out the best in others by applying and adapting your leadership style and managing the conditions that drive team performance.
Leadership, Ethics, and Corporate Accountability	<ul style="list-style-type: none"> <li>• Develop a framework for understanding the responsibilities leaders have to their investors, customers, employees, and society</li> <li>• Determine and deliver on your economic, legal, and ethical responsibilities</li> <li>• Formulate a plan to address conflicts and communicate the “why” behind your decisions</li> <li>• Establish a toolkit for making tough leadership decisions now and in the future</li> </ul>	Develop a toolkit for making tough leadership decisions.



Course	Program Benefits	Description
Organizational Leadership	<ul style="list-style-type: none"> <li>• Identify any misalignments between the dynamics of your organization and external market conditions</li> <li>• Communicate purpose and vision, and inspire your organization to execute on that vision</li> <li>• Extend the reach of your influence by leading through other managers</li> <li>• Elevate your leadership style to meet the distinct challenges of leading larger, more dispersed teams</li> <li>• Develop strategies for planning and engineering organizational change and innovation initiatives</li> <li>• Shape your organizational culture and architecture to maximize talent, leverage diversity, and drive performance</li> </ul>	Elevate your leadership skills to take your organization to the next level.

Course	Program Benefits	Description
Management Essentials	<ul style="list-style-type: none"> <li>• Design, direct, and shape organizational processes to your advantage</li> <li>• Influence the context and environment in which decisions get made</li> <li>• Implement strategies, plans, and projects on time, on budget, and at the highest quality</li> <li>• Spearhead learning initiatives that enable your organization to improve and innovate</li> <li>• Manage and lead change in organizations of varying sizes</li> </ul>	Master four vital managerial processes: decision-making, implementation, organizational learning, and change management.



Course	Program Benefits	Description
Strategy Execution	<ul style="list-style-type: none"> <li>• Apply frameworks, tools, and goal-setting and tracking exercises to your own strategic initiatives</li> <li>• Evaluate and elevate your team’s management of the core tensions of strategy execution, including how to balance growth, profit, and control</li> <li>• Design measurement systems for every dimension of business performance</li> <li>• Identify and manage risks that could derail strategy execution</li> <li>• Empower employees through proprietary frameworks like the Job Design Optimization Tool, which helps design high-performance jobs that enhance a team’s ability to execute critical responsibilities</li> <li>• Foster successful strategy execution by establishing an environment that communicates which opportunities and behaviors are encouraged and which are out of bounds</li> </ul>	Gain the tools, skills, and frameworks to successfully implement strategy within your organization.

Course	Program Benefits	Description
Power and Influence for Positive Impact	<ul style="list-style-type: none"> <li>• Understand how power really works</li> <li>• Cultivate power to make an impact</li> <li>• Avoid the pitfalls of power</li> <li>• Build networks as a source of power</li> <li>• Assess your organization's political landscape</li> <li>• Develop influence skills to shift power dynamics</li> <li>• Exercise power ethically and responsibly</li> <li>• Hold the powerful accountable</li> </ul>	Understand how power really works and develop your own power to gain influence and make an impact.
Negotiation Mastery	<ul style="list-style-type: none"> <li>• Understand negotiation dynamics and how to prepare for uncertainty</li> <li>• Learn to craft agile strategy and be quick on your feet in changing circumstances</li> <li>• Resolve small differences before they escalate</li> <li>• Secure maximum value for your organization and yourself</li> <li>• Reflect on personal behaviors and refine your approach to be more effective</li> </ul>	Secure maximum value for your organization through a mastery of negotiation techniques.

Course	Program Benefits	Description
Designing Organizational Structure <a href="#">Link</a>	<ul style="list-style-type: none"> <li>• Explore how to build an effective organization that motivates employees to pursue your vision</li> <li>• Identify the tools you have at your disposal to enable your organization to create and deliver value and compete in the marketplace</li> <li>• Cultivate leadership skills you can apply to your work</li> </ul>	How organizational leaders can align people, systems and structure, and culture to deliver value through the examples of a medical device executive and grocery store CEO.
Leaders of Learning <a href="#">Link</a>	<ul style="list-style-type: none"> <li>• How to define your personal theory of learning</li> <li>• What leadership looks like in different learning environments</li> <li>• How an organization's structure reflects its theories of learning</li> <li>• How physical and digital design shape learning</li> <li>• How neuroscience will affect the future of learning</li> </ul>	Explore and understand your own theories of learning and leadership. Gain the tools to imagine and build the future of learning.

Course	Program Benefits	Description
Managing Happiness <a href="#">Link</a>	<ul style="list-style-type: none"> <li>• Explore diverse definitions of happiness and understand its function in everyday life</li> <li>• Learn how genetic, social, and economic influences impact your happiness</li> <li>• Apply the science of the mind, body, and community to manage emotions and behaviors for greater happiness</li> <li>• Develop a happiness portfolio focused on your deepest goals and desires</li> <li>• Recognize how success and achievement impact short versus long-term happiness</li> <li>• Write your ending — build happiness strategies for your work and life at any age or stage</li> </ul>	Happiness is within your control. Write your own ending.



Course	Program Benefits	Description
Strategic Project Management <a href="#">Link</a>	<ul style="list-style-type: none"> <li>• Identify key strategies for setting up a project's success before work begins</li> <li>• Examine different project roles and necessary leadership characteristics</li> <li>• Learn how to assemble and develop a highly functional project team</li> <li>• Explore how to increase your level of influence in working with others</li> <li>• Develop an understanding of the tools and frameworks for each stage of a project</li> <li>• Gain strategies for addressing the challenges that most often contribute to project failure</li> <li>• Build confidence in your ability to lead both the technical and human side of all projects</li> <li>• Learn how to facilitate success beyond just the project itself such as achieving and sustaining benefits</li> <li>• Earn a certificate of participation from Harvard Division of Continuing Education</li> </ul>	Plan, manage, and execute projects that are essential to the success of your business.

Course	Program Benefits	Description
Effective Organizational Communication <a href="#">Link</a>	<ul style="list-style-type: none"> <li>• Learn to influence and persuade others without formal authority, and increase your overall interpersonal and organizational effectiveness</li> <li>• Develop communication strategies for different business situations and audiences</li> <li>• Learn how to create a compelling structure for your messages that moves your audience to action</li> <li>• Develop meaningful insights and convey recommendations more effectively</li> <li>• Cultivate your personal leadership and communication style to connect authentically with your audience</li> <li>• Practice how to deliver difficult messages and achieve desired results</li> <li>• Learn skills to think on your feet when in a position to deliver impromptu messages</li> <li>• Earn a Certificate of Participation from the Harvard Division of Continuing Education</li> </ul>	Through small group activities and real-time feedback, you will test out new approaches and learn to communicate to inspire



Course	Program Benefits	Description
Leading in the Digital Era <a href="#">Link</a>	<ul style="list-style-type: none"> <li>• Leadership imperatives in the digital era</li> <li>• Succeeding on the path to digital maturity</li> <li>• Leading a digitally agile organization</li> <li>• Collaboration at scale and distributed leadership</li> <li>• Leading for success in the digital era</li> </ul>	This program will help you master the leadership mindset, capabilities, and practices required to build more agile and innovative organizations. As you explore behaviors to transform your organization, deliver more value, and build competitive advantage, you will benefit from cutting-edge research into the organizational culture of companies undergoing digital transformation.

Course	Program Benefits	Description
<p>Agile Leadership: Transforming Mindsets and Capabilities in Your Organization <a href="#">Link</a></p>	<ul style="list-style-type: none"> <li>• Learn to apply an agile framework to develop and guide your teams through prototyping, assessing, and reprioritizing</li> <li>• Empower self-directed teams toward increased flexibility, cross-functional collaboration, and shorter project cycles</li> <li>• Develop leadership skills that will enhance your ability to simultaneously provide the support and the flexibility that agile teams require</li> <li>• Understand and promote the benefits of cross-functional collaboration across multiple project-based teams</li> <li>• Explore how to scale agile across your entire organization</li> <li>• Apply the best practices of leaders successfully working as change agents within the agile methodology</li> <li>• Earn a Certificate of Participation from the Harvard Division of Continuing Education</li> </ul>	<p>Learn the benefits—and challenges—of agile leadership. You’ll learn how to help your organization shift to an agile mindset, developing shorter project cycles with more frequent deliverables and product updates in order to stay competitive in the market.</p>



Course	Program Benefits	Description
<p>Creative Thinking: Innovative Solutions to Complex Challenges <a href="#">Link</a></p>	<ul style="list-style-type: none"> <li>• Retrain your brain to avoid negative cognitive biases and long-held beliefs and myths that sabotage creative problem solving and innovation</li> <li>• Become a more nimble, proactive, and inspired thinker and leader</li> <li>• Create the type of organizational culture that supports collaboration and nurtures rather than kills ideas</li> <li>• Gain a practical toolkit for solving the “unsolvable” by incorporating creative thinking into day-to-day processes</li> <li>• Understand cognitive preferences (yours and others’) to adapt the creative thinking process and drive your team’s success</li> <li>• Develop techniques that promote effective brainstorming and enable you to reframe problems in a way that inspires innovative solutions</li> </ul>	<p>Learn how to grow a culture of creativity to innovate competitive solutions.</p>

Course	Program Benefits	Description
Emotional Intelligence in Leadership <a href="#">Link</a>	<ul style="list-style-type: none"> <li>• Receive and analyze feedback using a 360-degree emotional intelligence assessment</li> <li>• Understand emotional intelligence and why it's becoming increasingly important for leadership</li> <li>• Use emotional intelligence to improve leadership and build more effective relationships</li> <li>• Learn tips and tactics to improve emotional intelligence - in yourself and among groups</li> <li>• Leverage emotional intelligence in managing difficult discussions</li> <li>• Improve personal and organizational resilience</li> </ul>	Expand your leadership capacity and create an environment that fosters emotional intelligence.
Building Organizational Cultures: A Framework for Leaders <a href="#">Link</a>	<ul style="list-style-type: none"> <li>• Learn the relationship between culture and performance</li> <li>• Increase awareness of extraordinary versus mediocre, even toxic, cultures</li> <li>• Understand the risks of not being intentional about culture</li> <li>• Inspire leaders to shift into informed action</li> <li>• Gain actionable insight into elements that work to advance adaptive organizational culture</li> <li>• Earn a Certificate of Participation from the Harvard Division of Continuing Education</li> </ul>	Critically assess how culture affects organizations and learn how to create an environment that promotes advancement of people.



Course	Program Benefits	Description
Communicating for Impact—Virtual <a href="#">Link</a>	<ul style="list-style-type: none"> <li>• Foundations of communication</li> <li>• Fundamentals of the TALK framework: topic, asking, levity, and kindness</li> <li>• Contentious communication</li> <li>• Moving your audience</li> <li>• Fundamentals of the TALK framework: topic, asking, levity, and kindness</li> </ul>	Be a leader who can connect and communicate with clarity, conviction, and compassion—whatever the audience, setting, or message.
Strategic Leadership: Enhancing Your Personal Effectiveness <a href="#">Link</a>	<ul style="list-style-type: none"> <li>• Perception: how we understand and interrogate information that we receive</li> <li>• Process: how we engage with groups and teams</li> <li>• People: the human and emotional impact on the people involved</li> <li>• Projection: the story we tell ourselves and others about ourselves</li> </ul>	This program is designed to help experienced leaders gain the tools needed to effectively resolve the difficult challenges you face, often on a daily basis. The program will introduce you to a new approach to leadership called “The 4P Framework”.
Power and Influence for Positive Impact <a href="#">Link</a>	<ul style="list-style-type: none"> <li>• Understand how power really works, and learn how to cultivate power to make an impact</li> <li>• Avoid the pitfalls of power, and build networks as a source of power</li> <li>• Assess your organization’s political landscape</li> <li>• Develop influence skills to shift power dynamics</li> <li>• Exercise power ethically and responsibly</li> <li>• Hold the powerful accountable</li> </ul>	Help you gain credibility to be more impactful at work and navigate organizational politics, develop the skills to implement meaningful change and challenge the status quo, and understand power and how to use it responsibly to make a positive impact on society.

Course	Program Benefits	Description
The Authentic Leader <a href="#">Link</a>	<ul style="list-style-type: none"> <li>• Identify your real values and understand how they influence your actions as a leader</li> <li>• Learn the frameworks, tools, and strategies to step into your true power as a leader</li> <li>• Achieve higher levels of trust in organizations, greater employee job satisfaction, and ultimately higher levels of group and organizational performance</li> <li>• Gain the clarity, confidence, and courage to lead as your true and best self</li> <li>• Discover your team's authentic strengths</li> <li>• Earn a Certificate of Participation from the Harvard Division of Continuing Education</li> </ul>	Develop mindfulness and authenticity to build trust, create engagement, and promote productivity.
Authentic Leader Development <a href="#">Link</a>	<ul style="list-style-type: none"> <li>• Examining your leadership journey</li> <li>• Adjusting to new conditions and empowering others</li> <li>• Discovering your authentic leadership</li> <li>• Putting your authentic leadership into action</li> </ul>	Increase your effectiveness as a leader and earn the trust of colleagues by leading from your own core vision and most deeply held values.



Course	Program Benefits	Description
Organizational Leadership <a href="#">Link</a>	<ul style="list-style-type: none"> <li>• Identify any misalignments between the dynamics of your organization and external market conditions</li> <li>• Communicate purpose and vision, and inspire your organization to execute on that vision</li> <li>• Extend the reach of your influence by leading through other managers</li> <li>• Elevate your leadership style to meet the distinct challenges of leading larger, more dispersed teams</li> <li>• Shape your organizational culture and architecture to maximize talent, leverage diversity, and drive performance</li> <li>• Develop strategies for planning and engineering organizational change and innovation initiatives</li> </ul>	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.
High Potentials Leadership Program <a href="#">Link</a>	<ul style="list-style-type: none"> <li>• Choosing your leadership style</li> <li>• Leading teams</li> <li>• Expressing yourself effectively</li> <li>• Managing networks</li> <li>• Developing talent and leadership</li> </ul>	Eliminate obstacles to growth by recognizing and overcoming challenges that arise as you take on broader leadership roles.
Strategy: Building and Sustaining Competitive Advantage <a href="#">Link</a>	<ul style="list-style-type: none"> <li>• Competitive positioning</li> <li>• Competitor analyses</li> <li>• Strategic agility</li> <li>• Corporate strategy</li> <li>• Sustainability</li> <li>• Innovation and implementation</li> </ul>	Look ahead, analyze strategic tradeoffs, and craft groundbreaking strategies for staying ahead of the competition—today and in the future.

Course	Program Benefits	Description
<p>Design Thinking: Creating Better Customer Experience Links</p>	<ul style="list-style-type: none"> <li>• Learn the fundamentals of design thinking and how it can create great customer and employee experiences</li> <li>• Solve complex challenges using proven design-thinking frameworks</li> <li>• Combine design-thinking processes with analytical tools</li> <li>• Improve collaboration across functions, working better across departments</li> <li>• Understand approaches to building design thinking into your organization and changing the culture</li> <li>• Earn a Certificate of Participation from the Harvard Division of Continuing Education</li> </ul>	<p>Learn how to apply design thinking principles in your organization. Develop the skills to uncover customer needs through research, journey mapping, and rapid prototyping.</p>



Course	Program Benefits	Description
<p>Becoming a Leader: Developing Your Style and Making Sound Decisions <a href="#">Link</a></p>	<ul style="list-style-type: none"> <li>• Become aware of preferences, leadership styles, and blind spots in both yourself as well as others</li> <li>• Learn the importance of emotional intelligence in leadership and decision making, especially cognitive biases and the illusion of rationality</li> <li>• Learn how emotional intelligence will contribute to your professional success, and discover your own personal EQ.</li> <li>• Understand psychological pitfalls in decision making and how you can set yourself up for success</li> <li>• Learn tools and strategies for leveraging your strengths and awareness over the course of your career</li> <li>• Earn a Certificate of Participation from the Harvard Division of Continuing Education</li> </ul>	<p>Learn the tools and strategies to become a more confident leader and decision maker for your organization. For first-time and mid-level leaders, you'll develop the skills to balance intuitive and rational frameworks for making effective decisions—and avoid common pitfalls.</p>