

# THE ALTERNATIVE TO AN EXECUTIVE MBA

## PROGRAM FOR LEADERSHIP DEVELOPMENT (PLD)



**HARVARD**  
**BUSINESS SCHOOL**  
Executive Education



The curriculum is composed of four educational modules—two distance-learning and two on-campus—plus a fifth optional two-week session after which you achieve HBS alumni status.

**“Executive MBAs seem to change the delivery mechanism, but not necessarily the content, whereas I think PLD offers a new and better curriculum. My expectations have been met and exceeded every step of the way.”**

DAVID KLUG, SENIOR ASSOCIATE  
*Morgan Stanley, U.S.*

### LOOKING TO MAKE YOUR NEXT CAREER MOVE? CONSIDER THE ALTERNATIVE TO THE TYPICAL EXECUTIVE MBA PROGRAM.

As an alternative to an executive MBA program, Harvard Business School delivers an accelerated learning experience that transforms high-potential managers into powerful leaders—the [Program for Leadership Development \(PLD\)](#). Unlike an eMBA, PLD is tailored to your unique needs and leadership challenges. One-on-one coaching, living groups, personal strategy projects, practical application, and a faculty composed of full-time HBS professors are hallmarks of this intensive program.

### PLD PUTS YOU ON THE FAST TRACK TO LEADERSHIP.

Often compared to a rapid-fire MBA, PLD is designed for promising executives with approximately 10 years of experience who want to advance their leadership capabilities and provide immediate value to their organizations. Equipped with the confidence and skills to make critical decisions, you will return to your organization ready to take on a greater leadership role.

### TAKE YOUR LEADERSHIP ABILITIES TO THE NEXT LEVEL.

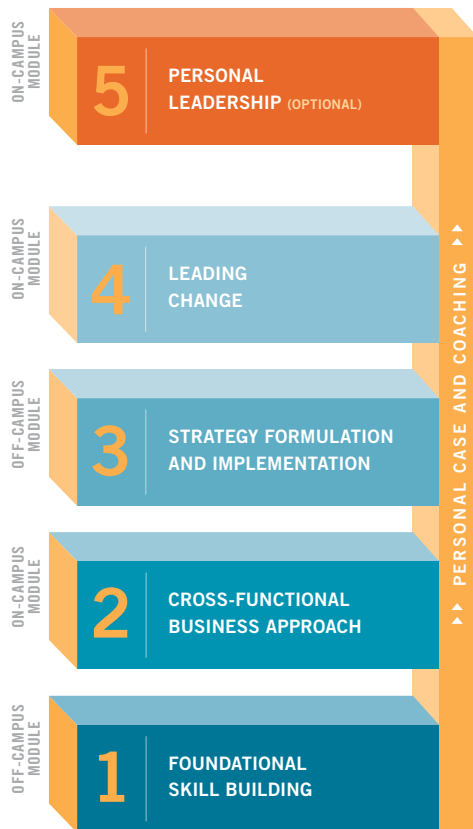
Ideally suited for busy professionals who want to develop their leadership skills with minimal downtime, the rigorous PLD curriculum is tailored to achieve a singular goal—accelerate the development of high-potential leaders. Delivered via four intensive modules that take place over the course of six months, the compressed format is designed with your responsibilities in mind. The two on-campus modules require a total of four weeks away from your job. Due to the transformational content and structure of the program, many PLDers report that they now think differently about business challenges and opportunities. Their bosses, peers, and subordinates, on the other hand, note that PLDers work well across various functional areas, lead their projects and teams more effectively, and interact with senior executives more confidently.

### KEY BENEFITS:

- **Accelerated four-module format** that takes place over the course of six months
- **Renowned case study method** that examines today's complex business issues
- **Practical real-world application** that can be leveraged immediately in the workplace
- **Personal strategy project** that addresses a specific challenge within your organization
- **Global networking opportunities** with peers across an array of countries and sectors
- **Living groups** that share living space with diverse group of accomplished executives
- **Full-time HBS faculty** who teach the PLD classroom and distance-learning courses
- **HBS alumni status** upon completion of the four modules described above and either Module 5 or 10 additional days (two credit weeks) of HBS Executive Education open-enrollment or custom programs

Consider the alternative to an executive MBA: [www.exed.hbs.edu/programs/pld/](http://www.exed.hbs.edu/programs/pld/)

## THE ALTERNATIVE TO AN EXECUTIVE MBA: PROGRAM FOR LEADERSHIP DEVELOPMENT (PLD)



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Delivered via four intensive modules that take place over the course of six months, the compressed format is designed with your responsibilities in mind. The two on-campus modules require a total of four weeks away from your job.

#### Module 1 (off campus): Foundational Skill Building

With exercises and tutorials in accounting, finance, and quantitative methods, this web-based module strengthens your core skills and establishes a common level of understanding for the modules that follow. From cost accounting to financial analysis, you will gain insights into the processes that drive an organization's budgeting, pricing, and forecasting decisions. You will assess your leadership skills and initiate a personal case study.

#### Module 2 (on campus—two weeks): Cross-Functional Business Approach

By delving deeply into key business functions—such as strategy, marketing, finance, and operations, you will begin building a valuable network of peers who can provide diverse global perspectives on complex leadership issues. A personal coach will help you assess your personal leadership style and apply the lessons learned to your specific professional situation. You will gain insight into processes such as supply chain management and human resources capabilities.

#### Module 3 (off campus): Strategy Formulation and Implementation

Competing in a business simulation exercise with peer feedback, you will work virtually with your team to make decisions about raising capital, entering or exiting product categories, manufacturing and distribution, and marketing and sales. You will complete a 360-degree assessment of your leadership skills in preparation for personal coaching sessions.

#### Module 4 (on campus—two weeks): Leading Change

Immersed in classroom and group learning, you will examine ways to improve your leadership effectiveness and decision-making capabilities across a number of key areas. You will deepen your knowledge of global best practices, improve your ability to identify and balance innovation opportunities, and work closely with your coach to develop a personal leadership action plan.

#### Module 5 (optional—two weeks on campus): Personal Leadership

Reassessing your professional development goals and personal action plan, you will establish a framework for leading with integrity. You will adapt your leadership to different scenarios, examine new approaches to building competitive advantage, and work with a personal coach to create a strategy and implementation plan for mastering a current leadership challenge.

HBS alumni status is granted upon completion of Module 5.

### WHO IS RIGHT FOR THE PROGRAM

To ensure optimal peer-to-peer learning, HBS determines each PLD cohort by carefully managing the participant mix. PLD participants typically have 10 years of professional experience, and are recognized as high-potential employees with significant leadership potential. Most applicants have a high degree of specific functional knowledge, many are experienced in an industry domain, and some have spent their careers in a single company.

### THE SPONSOR STATEMENT

When determining each PLD cohort, HBS considers the comprehensive application form and the accompanying "sponsor statement." Prepared by either the applicant's boss or another more senior executive of the sponsoring company, this letter of appraisal assesses the candidate's accomplishments, potential, gaps, drive, and commitment to professional development.