

**THE ART AND PRACTICE OF
LEADERSHIP DEVELOPMENT:
A MASTER CLASS FOR PROFESSIONAL TRAINERS,
EDUCATORS AND CONSULTANTS**



HARVARD Kennedy School
Executive Education

CAN LEADERSHIP REALLY BE TAUGHT? CAN IT EVEN BE LEARNED?

“*The Art and Practice of Leadership Development* throws us together as colleagues for an intense week of illustrating, examining, and experiencing questions about our own beliefs and practice; unearthing and then exploring some of our deeply-held assumptions about leadership and pedagogy; and experimenting in real time with the ideas we are talking about. For those of us on the faculty, it is a highlight of our year and a significant annual passage in our own professional development.” MARTY LINSKY, FACULTY CHAIR

“This program had me at my edge. Highly relevant. Highly and productively interactive.” PARTICIPANT, APL CLASS OF 2006

“More so than any other program, this one goes right to the heart of leadership.” PARTICIPANT, APL CLASS OF 2006

“Both the methods to teach leadership and leadership itself were presented in thought-provoking and challenging ways.”
PARTICIPANT, APL CLASS OF 2008

“What most influenced my experience in *The Art and Practice of Leadership Development* was 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.”
PARTICIPANT, APL CLASS OF 2007



HARVARD

THE PROGRAM

In an increasingly dynamic world, public, private, and nonprofit organizations face the need to develop leaders who can thrive in complex environments, deliver innovative solutions, and act on behalf of multiple stakeholders. Organizations invest significant resources in training, coaching, and mentoring to prepare their top professionals for these challenges. Now more than ever, leadership development practitioners must ensure that senior-level executives have the right competencies and skills to successfully adapt to new and unforeseen realities.

The Art and Practice of Leadership Development (APL) is an intensive Executive Education program offered at Harvard Kennedy School that is designed to engage leadership development professionals including consultants, teachers, and trainers from around the world. Participants work closely with experienced colleagues and a faculty of distinguished leadership educators as they examine a range of leadership concepts and teaching methods and investigate questions, including:

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

- What tools are available for doing leadership development?
- What hidden assumptions do you have about leadership? How do these assumptions affect the way people in an organization learn and practice leadership development?
- What place is there in leadership development for values, passion, and character?
- What are the ethics of leadership development, especially when using experiential methods?
- In what ways do the dynamics of an organization support or impede leadership development activity?

The program format is active and experiential and considerable time is dedicated to debriefing and reflection. *The Art and Practice of Leadership Development* can be a very personally engaging experience for participants as they examine the nature of leadership development in today's world.



THE CURRICULUM

Case in Point

A unique feature of this program is its provocative delivery method, pioneered by program faculty, which uses the class itself as a case from which everyone can learn about the dynamics of leadership. Taking part in this real-time case study enables participants to experience the “perspirational” as well as the “inspirational” aspects of leadership.

Peer Consultation Groups

The program offers unique frameworks for diagnosing and analyzing leadership dilemmas. Participants consult and receive consultations in small groups about key dilemmas that they face in their own leadership development work.

Practice Teaching Sessions

A variety of applications of this innovative pedagogy will be offered during the course. Several sessions are dedicated to ‘Case in Point’ teaching, where participants can practice with colleagues and receive feedback.

Alumni Observers

Each year, two program alumni return to the course to work with the program faculty and course participants as observers and commentators on the real-time leadership dynamics of the classroom and small group sessions.

ABOUT THE FACULTY CHAIR

Marty Linsky has had careers in politics, journalism, and government in addition to his quarter century at Harvard Kennedy School. He is also the faculty chair of *Leadership for the 21st Century: Chaos, Conflict and Courage*, an Executive Education program at Harvard Kennedy School for senior leaders of public, nonprofit, and private sector organizations. He is co-author with Ron Heifetz of *Leadership on the Line: Staying Alive Through the Dangers of Leading and The Practice of Adaptive Leadership* (April 2009). He consults on leadership for a wide range of clients globally.



www.hks.harvard.edu/ee/apl

WHO SHOULD APPLY

We are seeking experienced leadership development professionals who represent a broad range of organizations in the public, private, and nonprofit sectors in the US and around the world. The professional experience and expertise of the classroom participants is critical to the learning process in *The Art and Practice of Leadership Development*. The class will reflect a broad spectrum of perspectives and backgrounds.

Participants should come prepared to help shape class conversation, identify and question their own firmly held ideas about leadership, and exercise leadership in the classroom.

Past participants are:

- Training and development officers from federal, state, and local government.
- Senior managers from nonprofit and grassroots community-building organizations that offer leadership and training initiatives.
- Academics from both student and faculty leadership development programs at colleges, universities, and professional schools.
- Principals of consulting firms with clients in private, public, and nonprofit sectors.
- Senior officers and trainers from corporate HR leadership development departments.

ADMISSION

Application process

The Art and Practice of Leadership Development is a one-week program conducted annually in May.

To apply for *The Art and Practice of Leadership Development* or to receive information on program dates, application deadlines, and tuition please visit www.hks.harvard.edu/ee/apl.

Early application is encouraged as qualified candidates are admitted on a rolling, space-available basis and programs often fill to capacity. Because of the interactive nature of this program, the number of participants is limited. Applications received after the deadline will be considered only if space remains in the class. Because the time required to obtain a visa can be lengthy, we encourage applicants from outside the United States to apply at least 12 weeks before the program start date.

Admission requirements

This program is aimed at leadership development professionals. Admission to the program is based on professional achievement and organizational responsibility. It is our goal to convene a group that is diverse across professional and geographic dimensions. There is no formal educational requirement, but fluency in reading and speaking English is a necessity for the program.



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“Leadership and learning are
indispensable to each other.”

John F. Kennedy

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