

LEADERSHIP FOR THE 21ST CENTURY: CHAOS, CONFLICT AND COURAGE



HARVARD Kennedy School
Executive Education

WHERE IS YOUR LEADERSHIP TAKING YOU?

**DO YOU HAVE THE COURAGE AND SKILLS TO EXERCISE LEADERSHIP
FOR THE PURPOSES YOU CARE ABOUT MOST?**

“Leadership for the 21st Century gave me the unparalleled opportunity to look deep within myself and work hard to unlock any barriers that existed to my own self-development. Understanding better why I make certain choices, why I hold certain values so dear, and how to stretch my mind to new limits has helped me become a better professional, colleague, and person.”

PARTICIPANT, OCTOBER 2003

“At the start of Leadership for the 21st Century, I was frustrated, mad, and uncomfortable. Never before had I been forced to examine myself so closely. By the program’s end, I was truly a different person – reenergized and renewed, and with a greater level of self-awareness than I’d ever had in my life.”

PARTICIPANT, APRIL 2004

“Leadership for the 21st Century was a transformational experience. It changed my way of thinking about exercising leadership and will make me more effective.”

PARTICIPANT, MAY 2007



HARVARD

THE PROGRAM

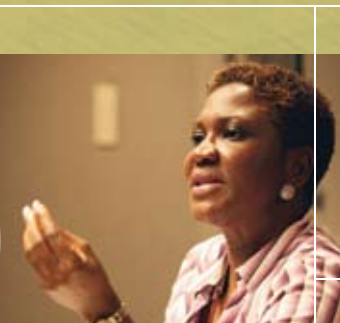
In our daily lives, we make decisions based on a personal set of assumptions. Whether we know it or not, we are often guided by our “gut instinct.” *Leadership for the 21st Century: Chaos, Conflict and Courage* is an Executive Education program offered at Harvard University’s John F. Kennedy School of Government that delves into why we lead the way we do. The program offers a personal, stimulating, and challenging week that invites you to learn how to act courageously and skillfully when exercising leadership.

The program differs from the typical leadership development offerings that focus primarily on building a distinct set of skills and tactics. *Leadership for the 21st Century* does more by pushing you to reflect on your deepest assumptions and most strongly held values. In addition, it encourages you to consider how your values and beliefs may have limited you in the past.

By challenging you to look beyond quick-fix, short-term solutions, the program enables you to examine the competing commitments and loyalties within your organization and your community.

This five-day program requires participants to be actively engaged on several levels – in the classroom, in small groups, and in individual reflection. You will discuss issues like creating and claiming value, understanding the relationship between leadership and authority, exercising influence, and managing the individual and institutional dynamics of change. We will explore a wide range of leadership strategies and practice new ways of exercising leadership, whether in a position of authority or as just one member of a group. We will confront the dangers and risks associated with exercising leadership – the chaos and conflict – and explore how you can build up your capacity to navigate unpredictable waters.

A provocative program that introduces a set of conceptual frameworks and a unique teaching method designed to challenge your fundamental assumptions about how you can courageously and effectively exercise leadership and authority during difficult times.



Marty Linsky, Faculty Chair

THE CURRICULUM

Personal Leadership Challenge and Peer-Group Consultation

A key element of the curriculum will be the personal leadership challenges that you and fellow participants will be asked to discuss and reflect on. These challenges form the basis of peer group consultations throughout the week.

Using the Group as a Case

The unique approach of using the group as a case provides everyone with diverse insights into the dynamics of leadership and authority. While taking part in this real-time case study, you will experience the “perspirational” as well as the “inspirational” aspects of leadership.

In class and in smaller group sessions you will discuss how to:

- Exercise leadership without authority.
- Analyze and manage the dynamics that impede progress.
- Unlock individual and group creativity.
- Translate purpose and commitment into effectiveness.
- Find your voice.
- Stay alive in a leadership role.

ABOUT THE FACULTY CHAIR

Marty Linsky has had careers in politics, journalism, and government in addition to his quarter century at the Kennedy School. He is also Faculty Chair of *The Art and Practice of Leadership Development: A Master Class for Educators, Trainers and Consultants*. He is co-author, with Ron Heifetz, of *Leadership on the Line: Staying Alive Through the Dangers of Leading* and he consults on leadership to a wide range of clients globally, across the public, private, and nonprofit sectors.



www.hks.harvard.edu/ee/leadership

WHO SHOULD APPLY

This program is intended for senior executives in government, business, and nonprofit organizations who wish to better understand the personal aspects of leadership and to improve their capacity to lead. Because the participants' own experiences are critical to the learning process, HKS will choose a class that is professionally and geographically diverse.

You should come prepared to exercise leadership in the classroom, help shape class conversation, and identify and question your own firmly held ideas about leadership. Since leadership is alive and well in any classroom setting, class dynamics will play an integral role in the program's curriculum.

ADMISSION

Application process

Leadership for the 21st Century is a week-long program conducted twice a year in the spring and autumn.

Please visit www.hks.harvard.edu/ee/leadership for details on program dates, application deadlines, tuition, and to apply for *Leadership for the 21st Century*.

Early application is encouraged. Qualified candidates are admitted on a rolling, space-available basis and the program often fills to capacity. 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

Admission to the program will be made on a competitive basis and is based on professional achievement and organizational responsibility. No formal educational requirement is required, but fluency in reading and speaking English is a necessity for the program.



HARVARD Kennedy School
Executive Education

www.hks.harvard.edu/ee/leadership

“Leadership and learning are
indispensable to each other.”

John F. Kennedy

Executive Education Admissions
John F. Kennedy School of Government
Harvard University
79 JFK Street, Mail Box 87
Cambridge, MA 02138 USA
Phone: 617-496-0484
Fax: 617-495-3090
ksg_execed@harvard.edu



Mixed Sources
Product group from well-managed
forests and other controlled sources

Cert no. SW-COC-002514
www.fsc.org
© 1996 Forest Stewardship Council