



*Training Course:
Harvard Organizational Leadership*

*21 October - 1 November 2024
Milan (Italy)*

Training Course: Harvard Organizational Leadership

Training Course code: LS234814 From: 21 October - 1 November 2024 Venue: Milan (Italy) - Training Course Fees: 8400 € Euro

Introduction

Organizational Leadership explores the roles leaders must embrace to run a division, department, or organization: as a beacon who sets direction; an architect who aligns talent, systems, structure, and culture; and a catalyst who drives innovation and change. Through self-assessments, peer feedback, and projects applied to your own work, you'll gain a clearer understanding of your leadership style and how to prepare for the next phase of your leadership journey.

Learning Objectives

- Identify any misalignments between the dynamics of your organization and external market conditions
- Communicate purpose and vision, and inspire your organization to execute that vision
- Extend the reach of your influence by leading through other managers
- Elevate your leadership style to meet the distinct challenges of leading larger, more dispersed teams
- Shape your organizational culture and architecture to maximize talent, leverage diversity, and drive performance
- Develop strategies for planning and engineering organizational change and innovation initiatives

Target Audience

Experienced Team Leaders

Prepare for the next phase of your leadership journey, whether you're expanding your overall scope of responsibilities or taking over a larger department or organization.

Entrepreneurs

Learn to lead at scale and mobilize your employees as you transition your business from a startup into a growth-stage company.

Training Methodologies

Organizational Leadership consists of approximately 40 hours of material delivered over 2 weeks 10 days.

At the beginning of the course, you'll be asked to complete a self-assessment and solicit feedback from colleagues, such as direct reports, clients, or managers, for the Learning Path Tool LPT assessment.

Throughout the course, participants will be asked to complete a self-assessment to check their leadership skills. The training program will include videos and exercises in which you'll practice communication techniques taught in the course and provided by the instructor.

Course Content

Module 1

Leading at Scale and Scope

- The "double helix" of leadership.
- The intertwined work of delivering on organizational responsibilities and developing yourself personally to lead divisions, units, or organizations effectively.
- Key imperatives of transitioning to a new organizational leadership role.
- Identify common dangers to avoid.

Module 2

Leader as Beacon: Understanding the Context and Setting Direction

- Assess the external context in which your organization operates and its impact
- Develop a direction for your division, unit, or organization
- Informed by your analysis of the external context
- Identify key contextual factors shaping your organization today and, in the future.

Module 3

Leader as Beacon: Communicating Direction

- Use vision, purpose, strategy, and identity to craft a statement of direction
- Apply techniques to communicate direction to every level of the organization
- Evaluate your effectiveness

Module 4

Leader as Architect: Designing to Deliver Value

- Assess your organization's capacity to deliver on key tasks that create value
- Diagnose and solve challenges with organizational motivation, competence, and coordination to drive value creation
- Experiment with making the critical design choices to align the people, systems, structure, and culture in your division, unit, or organization to deliver value
- Generate a three-year value creation plan for your division, unit, or organization
- Align your organizational architecture to your three-year value creation plan

Module 5

Project Week

- Identify a performance or opportunity gap within your division, unit, or organization, drawing on lessons from Leader as Beacon and Leader as Architect
- Develop an action plan to address the root causes of a performance or opportunity gap
- Identify personal leadership development opportunities
- Perform a root cause analysis in partnership with others in your organization and generate an action plan to address your findings

Module 6

Leader as Catalyst of Change

- Diagnose the need for organizational change in response to external shifts or internal challenges
- Utilize the CHANGE model to implement organizational change successfully
- Appreciate how to overcome resistance to change

Module 7

Leader as Catalyst of Innovation

- Describe the steps for driving innovation within established organizations
- Explain how to shape organizational culture into a culture of innovation

Module 8

Leading Self at Scale and Scope

- Examine the personal and organizational challenges of leading through inflection points and adversity
- Assess your capacity to rise to new leadership responsibilities while attending to self-care and personal development

Registration form on the Training Course: Harvard Organizational Leadership

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Complete & Mail or fax to Global Horizon Training Center (GHTC) at the address given below

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Payment Method

- Please find enclosed a cheque made payable to Global Horizon
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3 Oudai street, Aldouki,
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