Foundations of Leadership Program Outline FY22

Foundations of Leadership is open to managers and supervisors who are strong performers, who supervise at least one permanent staff member, have been in their current role for a minimum of one year and have participated in Universal Manager Training. This is a five-day program; potential participants must be able to attend all five days in full. Each session is 9am-3pm. The fee for the fall (all virtual) cohort is $450. The cost for the spring cohort will be determined based on delivery format (in person, virtual or hybrid) and will not exceed $700.

<table>
<thead>
<tr>
<th>Session/Instructor</th>
<th>Topics Addressed</th>
<th>Competencies Addressed</th>
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| **Session 1:** Who You are as a Leader-Manager  
Kristen Scott, Harvard University Center for Workplace Development | • The leader-manager dichotomy  
• Leadership Styles  
• Leadership definitions/competencies  
• Your Leadership Vision  
• Leading with Emotional Intelligence | Overview all Competencies  
Building Rapport and Relationships  
Motivating and Inspiring Others  
Accountability |
| **Session 2:** Communicating Effectively  
Mary Shapiro, Simmons School of Management | • Multicultural communication  
• Delegating  
• Following up | Communication  
Developing Others  
Teamwork and Collaboration |
| **Session 3:** Mediation and Problem Solving  
Gillien Todd, Harvard Program on Negotiation, Harvard Law School | • Interest based negotiations  
• Joint problem solving  
• Interactive Listening  
• Understanding partial perceptions  
• Dealing productively with blame | Adaptability/Flexibility  
Organizational Awareness  
Planning and Organizing |
| **Session 4:** Valuing Diversity  
Stacy Blake-Beard, Simmons School of Management | • Dimensions of diversity  
• Managing across difference | Managing Across Differences |
| **Session 5:** Topic Integration and Program Closing  
Kristen Scott, Harvard University Center for Workplace Development | • Mining the learnings  
• Planning for your future as a leader  
• Leadership Vision statements  
• Program closing | Review of all Competencies |

Foundations of Leadership is a selection-based program. Schools/units have a formal process that they follow for selecting staff to participate in this program. For questions regarding your local selection process and for registration information, please speak with your manager and local Human Resource office.

Please review registration deadlines and program dates on page two.
## Foundations of Leadership Program Schedule FY22

<table>
<thead>
<tr>
<th>Fall</th>
<th>Spring</th>
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<tbody>
<tr>
<td>Registration deadline</td>
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<tr>
<td>August 18</td>
<td>March 29</td>
</tr>
<tr>
<td>Pre-work will be sent September 1</td>
<td>Pre-work will be sent April 12</td>
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### SESSION DATES

<table>
<thead>
<tr>
<th>Fall</th>
<th>Spring</th>
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<tbody>
<tr>
<td>Wednesday, September 15</td>
<td>Tuesday, April 26</td>
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<tr>
<td>Wednesday, September 22</td>
<td>Tuesday, May 3</td>
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<tr>
<td>Wednesday, September 29</td>
<td>Tuesday, May 10</td>
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<tr>
<td>Wednesday, October 6</td>
<td>Tuesday, May 17</td>
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<tr>
<td>Wednesday, October 13</td>
<td>Tuesday, May 24</td>
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Contact the Center for Workplace Development with any questions at CWD_HLDP@harvard.edu.