Foundations of Leadership Program Outline FY23

*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. Participants are strongly encouraged to attend Day 1 in-person, and the subsequent sessions will be virtual instructor-led via Zoom. The fee for Foundations of Leadership is $550.

<table>
<thead>
<tr>
<th>Session/Instructor</th>
<th>Topics Addressed</th>
<th>Competencies Addressed</th>
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</table>
| Session 1: **Who You are as a Leader-Manager**  
Christina Finegold, 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: **Managing Difficult Conversations**  
Gillien Todd and Samuel Straus, Harvard Law School | - Conversation framework  
- Interactive listening  
- Understanding interests and perceptions | Adaptability/Flexibility  
Organizational Awareness  
Planning and Organizing |
| Session 4: **Valuing Diversity and Managing Across Differences**  
Stacy Blake-Beard, Dartmouth College | - Dimensions of diversity  
- Managing across difference | Managing Across Differences |
| Session 5: **Topic Integration and Program Closing**  
Christina Finegold, Harvard University Center for Workplace Development | - Learnings review  
- 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 FY23

<table>
<thead>
<tr>
<th>Fall</th>
<th>Spring</th>
</tr>
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<tbody>
<tr>
<td>Registration deadline</td>
<td>Registration deadline</td>
</tr>
<tr>
<td>September 1</td>
<td>March 28</td>
</tr>
<tr>
<td>Pre-work will be sent September 15</td>
<td>Pre-work will be sent April 11</td>
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### SESSION DATES

<table>
<thead>
<tr>
<th>Fall</th>
<th>Spring</th>
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<tr>
<td>Thursday, September 29 (9am-3pm)</td>
<td>Tuesday, April 25 (9am-3pm)</td>
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<tr>
<td>Thursday, October 6 (9am-3pm)</td>
<td>Tuesday, May 2 (9am-3pm)</td>
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<td>Thursday, October 13 (9am-3pm)</td>
<td>Tuesday, May 9 (9am-3pm)</td>
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<td>Thursday, October 20 (9am-3pm)</td>
<td>Tuesday, May 16 (9am-3pm)</td>
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<tr>
<td>Thursday, October 27 (9am-12pm)</td>
<td>Tuesday, May 23 (9am-12pm)</td>
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Contact the Center for Workplace Development with any questions at [CWD_HLDP@harvard.edu](mailto:CWD_HLDP@harvard.edu).