



Professional & Executive Development

HARVARD DIVISION OF CONTINUING EDUCATION

Leadership and AI Components in P&ED Programs

August 2024

Overview

Harvard DCE Professional & Executive Development is committed to integrating both leadership and AI components in its offerings. Leadership components ensure that participants return to their organization equipped to empower others to engage with, and ultimately implement, the skills the participant has gained at P&ED. Additionally, where relevant and practical, program content should also address the impact of AI on the topic area.

Why we are adding these components

Leadership

Leadership is a hallmark of Harvard, and integrating a leadership component into all P&ED programs is a key differentiator. Incorporating a leadership component empowers participants to return to their organizations with the skills to lead their teams and colleagues more effectively, and to create a vision for implementing what they've learned. Our participants are at the level where they collaborate with others to accomplish personal and organizational goals, making it essential that they know how to lead with the insights gained from our programs. This focus on leadership further enhances their capabilities and impact within their organizations.

A leadership component within a program can be included in content, activities, or discussions.

Some ideas:

1. **Strategic Thinking:** Develop your participants' leadership abilities by encouraging them to think strategically about your topic—how they can align what they're learning with their organization's goals. Perhaps include strategic planning, vision setting, or aligning resources for successful implementation as these relate to your particular topic area.



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2. **Communication & Influence:** Emphasize the role of leadership in effective communication, influence, and emotional intelligence. Perhaps include techniques for impactful communication, conflict resolution, and building strong relationships. Aim to enhance their leadership skills while interacting effectively with individuals and small groups, managing stakeholder relationships, and positively influencing others.
3. **People & Team Management:** Team building, performance management, delegation, fostering a collaborative work environment, and/or managing group dynamics might be appropriately woven into your topic.
4. **Change Management & Decision-Making:** Help participants develop leadership frameworks for decision-making, evaluating risks, and considering diverse perspectives. Include leadership skills for leading change and navigating organizational transitions, such as managing resistance and fostering adaptability.

To reinforce how your topic is essential for leadership, instructors can include the following:

1. **Practical Applications:**
 - **Case Studies and Real-World Examples:** Use case studies and real-world examples to demonstrate how strategic thinking, communication, team management, and change management have led to successful leadership outcomes in various organizations.
 - **Role-Playing and Simulations:** Implement role-playing exercises and simulations that place participants in leadership scenarios where they must apply the concepts being taught. This helps them see the direct impact of these skills on leadership effectiveness.
2. **Leadership Frameworks:**
 - **Leadership Theories and Models:** Introduce participants to established leadership theories and models that highlight the importance of strategic thinking, communication, people management, and change management.
3. **Interactive Discussions:**
 - **Facilitated Discussions:** Lead interactive discussions where participants can share their experiences and insights on how the topics have influenced their own leadership practices.



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- **Case Teaching:** Using the case method to facilitate discussions and analyze case studies, participants learn to apply theoretical concepts in practical situations and derive theory from real-world practice. This approach enhances their ability to perform critical analysis, exercise sound judgment, make informed decisions, and take effective action.
 - **Peer Feedback:** Encourage peer feedback sessions where participants can discuss and critique each other's leadership approaches, reinforcing the relevance of the topics covered.
4. **Personal Development Plans:**
- **Leadership Self-Assessments:** Incorporate self-assessment tools that help participants identify their leadership strengths and areas for improvement related to the topics taught.
 - **Action Plans:** Guide participants in creating personal development plans that include specific actions they will take to apply the concepts in their leadership roles when they return to work.
5. **Guest Speakers:**
- **Industry Leaders:** Invite guest speakers who are successful leaders to discuss how they have utilized strategic thinking, communication, team management, and change management in their careers.
 - **Q&A Sessions:** Conduct Q&A sessions with these leaders to allow participants to gain deeper insights into the practical application of these essential leadership skills.
6. **Reflection and Continuous Learning:**
- **Reflection Exercises:** Encourage participants to reflect on their learning experiences and how they can integrate these concepts into their leadership practices when returning to work.
 - **Continuous Learning Resources:** Provide resources for continuous learning, such as books, articles, webinars, and workshops, to help participants continue developing their leadership skills.
7. **Metrics and Evaluation:**
- **Success Metrics:** Teach participants how to measure the success of their leadership initiatives using key performance indicators (KPIs) and other metrics.
 - **Impact Evaluation:** Show participants how to evaluate the impact of strategic thinking, communication, team management, and change management on organizational outcomes and leadership effectiveness.



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By incorporating these teaching strategies, instructors can reinforce the critical importance of their topics for effective leadership and ensure participants are well-equipped to apply these skills in their leadership roles upon returning to their organizations.

AI

AI is revolutionizing industries across the globe, making it crucial for professionals to stay updated on advancements to not be left behind. As AI rapidly becomes a critical focus for businesses, there is widespread uncertainty about its proper implementation. Senior-level managers and executives are eager to learn how they can use AI to streamline operations, enhance decision-making, increase efficiency, and gain a competitive advantage. As appropriate, P&ED can help demystify AI for our participants and show them how to integrate AI into their work and organizations, sharing specific skills or how AI is changing roles in your program's particular topic area. This purposeful addition also ensures that P&ED remains both current and relevant, as well as responsive to participant demand.

An AI component within a program could refer to content, activities, or discussions that integrate educational and practical elements of artificial intelligence, from AI technologies and theories to its applications.

Integrating AI into your teaching doesn't have to be overwhelming. Start by finding one small, impactful way to include AI in your activities and discussions. If applicable, consider providing guidelines that demonstrate the proper way to use AI tools and engage AI as a dynamic role-play partner. As AI tools become more advanced, such as interpreting speech and producing audio responses, they can serve as a way to enhance your program's exercises and discussions.

When thinking about how you can incorporate an AI component into your program, as relevant, consider the following:

1. **AI Strategy and Applications:**
 - a. Explore the multifaceted integration of AI to drive strategic initiatives, foster innovation, and revolutionize business practices across industries.



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- b. Delve into transformative AI-driven products, services, and solutions that redefine traditional business processes and enhance decision-making capabilities.
 - c. Discuss methods for incorporating AI into product development, marketing strategies, brainstorming sessions, and customer engagement efforts to gain a competitive edge.
- 2. Ethical and Social Implications:**
- a. Examine the ethical, social, and legal ramifications of AI adoption, including issues of data privacy, algorithmic bias, transparency, and societal impact.
 - b. Equip participants with the knowledge and frameworks necessary to navigate these challenges responsibly and ethically, ensuring that AI deployment aligns with ethical principles and societal values.
- 3. AI in Business Communication:**
- a. Explore the evolving landscape of business communication empowered by AI technologies.
 - b. Discover how AI enhances collaboration and optimizes communication processes.
 - c. Help participants uncover the transformative impact of AI on internal communications, customer interactions, and stakeholder engagements in the digital age.