Creating Value Through Leadership Development

Developing lawyers into effective leaders through unparalleled educational experiences specifically tailored for and by leaders in the legal profession.
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The Harvard Executive Education Difference

Advancing lawyers to the next levels of leadership

The Executive Education program is really set up in a way that encourages class participation... Everyone is encouraged to discuss the cases outside of class, in preparation and within class. It’s a very fluid environment. You’re not necessarily given a particular answer but a methodology and ways to think.

— Marwan Elarby, Managing Partner, Shearman & Sterling LLP, Abu Dhabi, United Arab Emirates

Our Origins and Approach

Across the arc of their careers, lawyers advance by building technical legal skills, professional skills and networks. Step by step, they are challenged by increasingly complex leadership roles and responsibilities. They are continually called upon to learn and exercise new skills to lead in their organizations, their profession and their communities.

Harvard Law School Executive Education was launched in 2007 to help lawyers from around the world meet these challenges. To great acclaim, we have adapted the executive education leadership development to meet the unique needs of lawyers and legal organizations. We rapidly prepare participants to apply leadership and business principles to the difficult, daily challenges they face in serving clients and leading their organizations. Executive education is particularly effective at accelerating participants’ pace and retention of learning, since it requires participants to engage with highly-tailored, real-world cases.

The Learning Model

Case studies, lectures, classroom discussions, and small group discussions focused on law firms and other professional service firms afford participants the opportunity to deliberate on the determinants of sustained firm success.
Through these case studies, participants gain exposure to real-world issues and learn to work through possible approaches and solutions to the problems that professional service firm leaders confront. Participants practice making decisions about challenging real-life management problems in professional service settings.

Our highly-interactive case method greatly enhances participants’ ability to remember and apply what they have discussed and debated.

Our Mission

HLS Executive Education is dedicated to:

• Developing lawyers as leaders to strengthen the legal profession and make a difference in the world;

• Incubating innovative approaches to lawyer development and education; and

• Helping leaders and professionals globally to understand the legal frameworks and context in which they act in order to make a difference.

A Lifelong Network

Harvard Law School Executive Education alumni represent a cross-section of global leaders who shape and impact the legal profession from within their own law firms, companies and organizations. The camaraderie that forms among participants during the intensive learning experience becomes the basis for professional opportunities and friendships that can last a lifetime. These relationships often become the most valuable legacy of the Executive Education experience. Learn more about the benefits of joining our Executive Education Alumni Network at ExecEd.law.harvard.edu/alumni.
Our Programs
Developing leaders at different career stages

ExecEd.law.harvard.edu/programs

Led by Harvard faculty who have both academic and practice expertise, our programs provide critical leadership and business frameworks, along with skills and perspectives.

For Senior Leaders in Law Firms:

- Leadership in Law Firms, our flagship program, focuses on the most critical challenges that senior law firm leaders face. Participants from around the world engage in an immersive exploration of key topics involving strategy, innovation and leading change (see pages 12 and 13 for more details).

For Early-Stage Partners Advancing to the Next Level:

- Our Accelerated Leadership Program is specifically tailored for early-stage equity partners who are striving to advance to the next levels of client, practice, team and personal leadership. This critical stage of partner development too often becomes a stumbling block when partners fail to build upon their natural and learned leadership instincts and habits. This program fosters self-reflection and alignment with career and firm goals, and accelerates partners’ development of key leadership skills and strengths.

For General Counsel and Other Senior In-house Leaders:

Our Leadership in Corporate Counsel program offers General Counsel and other top in-house lawyers the opportunity, with a group of peers from around the world, to consider the key challenges of managing their dual responsibilities as attorneys and corporate leaders.

Custom Programs:

- As described on page 16 we offer a variety of custom programs ranging from key note addresses to off-site leadership retreats for law firms and law departments.

Learn more about our programs on the pages that follow or visit execed.law.harvard.edu/programs.
Our Faculty

Education from true thought-leaders and gifted teachers

ExecEd.law.harvard.edu/faculty

Our core teaching team is comprised of members of the Harvard Law School and Harvard Business School faculty—distinguished academicians, educators, researchers, authors, and practitioners in their respective fields. Representing various disciplines, they have close relationships with leaders of law firms, corporate legal departments and leading professional services firms, and often serve as trusted advisors and consultants around the world.

John C. Coates
John F. Cogan, Jr.
Professor of Law & Economics, Harvard Law School

Mihir A. Desai
Mizuho Financial Group Professor of Finance, Sr. Associate Dean for Planning and University Affairs, Chair of Doctoral Programs at Harvard Business School and Professor of Law at Harvard Law School

Heidi K. Gardner
Lecturer on Law, Harvard Law School; Distinguished Fellow in the Center on the Legal Profession; Faculty Program Chair, Executive Education Accelerated Leadership Program

Ashish Nanda
Director, Indian Institute of Management, Ahmedabad; Harvard Law School Robert Braucher Professor of Practice (on leave)

Guhan Subramanian
Joseph H. Flom Professor of Law and Business H. Douglas Weaver Professor of Business Law, Harvard Business School

Scott Westfahl
Professor of Practice and Faculty Director, Harvard Law School Executive Education

David B. Wilkins
Lester Kissel Professor of Law, Vice Dean for Global Initiatives on the Legal Profession, and Faculty Director, Center on the Legal Profession, Harvard Law School

Francesca Gino
(Visiting Faculty)
Professor of Business Administration, Harvard Business School

Felix Oberholzer-Gee
(Visiting Faculty)
Andreas Andresen Professor of Business Administration Chair, MBA Global, Harvard Business School

Michele DeStefano
(Guest Faculty)
Associate Professor of Law at Miami Law and founder and co-creator of LawWithoutWalls

Dan DiPietro
(Guest Faculty)
Client Head, Law Firm Group, Citi Private Bank

Kevin Doolan
(Guest Faculty)
Partner, Moller PSF Group, Churchill College, University of Cambridge, UK
The Learning Model
Immersive, interactive engagement for enduring leadership development

Our highly interactive case method greatly enhances participants’ ability to recall and apply what they have discussed and debated. Because participants are challenged to study, engage and learn together with their classmates from around the world, our programs result in classroom experiences of enduring value and impact. Our executive education programs are unrivaled and widely-acclaimed because we provide

• Harvard faculty who are leading experts and truly gifted teachers;

• Highly relevant content and cases that are both specifically written about and for lawyers and legal organizations, and grounded in the latest research; and

• The resources and global reach of Harvard, which ensure a broad, interdisciplinary approach and an ability to attract high-quality participants around the world.

These advantages are multiplied by our partnership with two initiatives unique to Harvard Law School: the HLS Center on the Legal Profession (CLP) and the HLS Case Development Initiative (CDI).

• Cutting edge research: The Center on the Legal Profession is one of the world’s leading centers for the study of the global legal profession, ensuring that our participants gain special access to CLP’s cutting edge research and insights.

• Case studies about and for lawyers: The Case Development Initative is comprised of several full-time experts dedicated to writing new cases and developing learning materials specifically tailored to the current challenges facing lawyers and legal organizations.

Through these partnerships, what we teach and how we teach truly set our programs apart.
Harvard Law School’s Accelerated Leadership Program is an intensive, four-day program designed to advance the development of early-stage equity partners across four key dimensions of leadership:

**Client leadership:**
How to deepen and broaden client relationships and communicate more effectively with clients about value, pricing and collaboration.

**Practice leadership:**
How to analyze and develop business unit strategy, build and drive internal collaboration, and develop a keen awareness of the critical levers for building a thriving practice.

**Leadership of People and Teams:**
How to develop, motivate and manage people and teams more effectively, and understand and apply research-based recommendations for achieving organizational and team buy-in.

**Personal leadership:**
How to have more impact as a leader by building self-awareness and a deeper understanding of how to effectively work across differences.

**PROGRAM DATES:** March 10 - 13, 2015

**PROGRAM FEES:** $10,000 USD*
‘I absolutely and unconditionally recommend this program to anyone who is considering doing it. I am really grateful to my firm’s management that they sent me to this program and I am very happy that I attended this program relatively early in my career! I thoroughly enjoyed the program for many reasons... The curriculum is extremely relevant and interesting and covers all the key topics. Second, the faculty is outstanding and is very good at teaching through a combination of case studies, lectures and team exercises. Third, the participants are all very impressive and diverse—I am really grateful to all of them for their contribution in class. Fourth, the program’s organization is flawless. Fifth, I really liked the fact that the program’s schedule is so intensive—starting with a breakfast group discussion in the early morning and ending with a group dinner in the evening on a typical day, we were absolutely immersed in the program. This total immersion significantly contributes to the learning process.’

Adlet Yerkinbayev
Partner
Kinstellar
Almaty, Kazakhstan

Who Should Attend

The Accelerated Leadership Program is tailored for equity partners who have typically been in their role for 3-7 years and who are seeking to advance more successfully to the next level of leadership, including client, practice, team and personal leadership.

Participants in previous cohorts of the programs have included newly named practice leaders, leaders of smaller offices or firms, and/or partners taking on or being groomed for key internal firm roles relating to recruiting, diversity, strategy development or other firm goals.

Class size is small and we encourage a diversity of participants—from different geographies and from different types of law firms. Any one law firm will be limited to sending five participants to a program.

Admissions

Admission is selective and based on the fit between an applicant’s background and responsibilities and the course objectives. To be considered for the program, please submit an application at ExecEd.law.harvard.edu/alp or contact:

HLS Executive Education
Open-Enrollment Programs
Email: EEAAdmissions@law.harvard.edu
Tel: +1-617-496-4487

* All program fees cover tuition, course materials, hotel accommodations, and most meals.
Leadership in Law Firms

For law firm managing partners, chairs, senior leaders, and chief officers

Our program for senior law firm leaders is a six-day, intensive experience that provides attendees with frameworks and strategies to help them be more effective as law firm leaders. Leadership in Law Firms uses business-school style cases written specifically about lawyers, law firms and legal organizations, this program brings to the classroom the research and insight about the changing global legal profession that the HLS Center on the Legal Profession continuously generates.

Topics Explored

The program provides perspectives, and tools to sharpen the leadership skills of professionals who have executive responsibilities in law firms. Key topics explored include:

- strategy in law firms
- organizational alignment
- practice economics and segmentation
- motivation of professionals
- compensation and succession strategies
- balancing professional responsibilities
- nurturing an inclusive work environment
- leading change in a law firm
- and innovation in the global market for legal services

EXECEd.law.harvard.edu/llf

PROGRAM DATES: May 17 - 22, 2015 | September 27 - October 2, 2015

PROGRAM FEES: $15,000 USD*
Who Should Attend

Participants include leaders of law firms world-wide who currently have, or are going to assume, key management responsibilities, such as managing partners and/or firm chairs; office, department, business unit or practice leaders; chief officers; executive directors; and/or executive committee members.

To ensure a collegial, small group setting, the class is limited to 50 participants. To ensure a broad experience base, each firm is restricted to sending no more than five participants.

Admissions

Admission is selective and based on the fit between an applicant’s background and responsibilities and course objectives. To be considered for the program, please submit an application at ExecEd.law.harvard.edu/llf or contact:

HLS Executive Education
Open-Enrollment Programs
Email: EEAAdmissions@law.harvard.edu
Tel: +1-617-496-4487

* All program fees cover tuition, course materials, hotel accommodations, and most meals.

I expected something rigorous and thoughtful and it exceeded the expectations in both areas...The presenters we saw were special. Whether it was David Wilkins, Ashish Nanda, or Scott Westfahl, or Heidi [Gardner] or John [Coates], really the whole team.

We are in a classroom with colleagues from different backgrounds and around the world, [from] different practice groups, [and] different points of view [who are] very comfortable defending their points of view in arguing about them. The presenters were so engaging that pretty much every session it almost felt like a group telepathy. Somehow all these people who disagree on a lot of things, and are competitors, day in and day out were all mentally together."

Jack Pace
Executive Partner, New York office
White & Case LLP
New York City, New York, United States
General counsel of leading organizations encounter challenges unlike those faced by law firm partners or other external-client facing leaders. They strike a complex balance between providing high quality service to corporate leaders and still maintaining an independent perspective. Corporate legal departments are also the fastest growing segment of the legal profession, requiring general counsel to build the sophisticated leadership skills necessary to manage such growth.

Our Leadership in Corporate Counsel program offers in-house leaders insights into the challenges they face and provides frameworks, concepts and tools they need to succeed in their increasingly complicated roles.
Topics Explored

The program uses case studies and highly-interactive sessions to discuss key topics such as:

- Participants’ need to balance their professional responsibilities as lawyers with their corporate leadership responsibilities;
- The power of alignment among corporate strategy, functional strategy, organization of the corporate counsel office, and the professionals that constitute legal departments;
- The role of in-house counsel during a crisis;
- Strategies to add value in transformative corporate transactions;
- How to have difficult conversations;
- Leading organization change;
- Understanding leadership styles; and
- The impact of innovation and change in the global market for legal services on the role of in-house counsel.

To ensure a collegial, small group setting, class size is limited. We encourage a broad cross-section of participants across geographies and industries.

Who Should Attend

Participants include leaders in corporate counsel offices who currently have, or are going to assume, the role of General Counsel or Chief Legal Officer in their corporations, and/or other top-level in-house counsel within leading organizations. Participants each will have teams of professionals—in particular specialties, sub-functions, practice areas, geographies, divisions, or the entire corporation—reporting to them.

Admissions

Applicants can apply to the Leadership in Corporate Counsel program online or download an application at ExecEd.law.harvard.edu/lcc or contact:

HLS Executive Education
Open-Enrollment Programs
Email: EEAAdmissions@law.harvard.edu
Tel: +1-617-496-4487

* All program fees cover tuition, course materials, hotel accommodations, and most meals.

“... found the Leadership in Corporate Counsel program to be a truly exceptional learning experience. The cases and lectures directly applied to the challenges I face as a General Counsel, and it was very helpful to debate and trade ideas with other GCs from around the world. I came away with a renewed sense of purpose, an agenda and some specific ideas about how to lead and build my team more effectively.”

Sean Doherty
Managing Director and General Counsel
Bain Capital
United States
Custom Programs
Creative, Custom Crafted Solutions for Advancing Your Firm or Organization

Harvard Law School Executive Education provides custom programs for law firms and corporate legal departments across a wide-array of business, law and leadership topics. We work closely with you to understand your needs and tailor effective programming, ranging from teaching business skills to associates to helping your top management teams become better leaders and work more effectively together.

From immersive, case-based programs to lectures for 100 or more of your partners, we can deliver instruction in-house or off-site. In addition to the expertise of our premier faculty, participants experience the interactive, high-impact, high-intensity style, cutting-edge empirical research, and case-based instruction that are the hallmark of HLS Executive Education.

Examine the Issues and Solutions That Matter To You

We can craft a solution that best meets your firm, organization or team’s needs on areas such as:

- Having important conversations
- Aligning talent development and firm culture and strategy
- Defining strategy
- Drive strategic planning and implementation
- Understanding practice segmentation
- Motivating professionals
- Leading teams
- Building client relationships
- Innovating new models of service

Contact us to learn how HLS Executive Education can develop the right program for your enterprise.
Fall 2015 Programs

Leadership in Law Firms
September 27 - October 2, 2015

Our program for senior law firm leaders (managing partners/chairmen, business unit leaders, chief officers) is a six-day, intensive study of a cross-section of professional service firms to help participants develop the perspectives and skills necessary to be effective law firm leaders. See page 10 of this booklet or visit ExecEd.law.harvard.edu/llf.

Fall Colloquium at Harvard Law School
October 2015, Date TBD

Led by leading law school and business school faculty, Harvard Law School Executive Education’s one-day colloquium for our alumni and invited law firm and corporate counsel leaders focuses on the key challenges facing law firm and corporate counsel leaders, and will include presentations from Harvard Law School faculty.

Visit our website at ExecEd.law.harvard.edu for updates and programs details.
Program Calendar

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<thead>
<tr>
<th>Program</th>
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<tr>
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<td>June 24 - 27, 2015</td>
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Contact Us

To apply or to learn more information about the programs listed in this booklet, contact:

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