



معهد الدراسات المصرفية
INSTITUTE OF BANKING STUDIES



**HARVARD
BUSINESS SCHOOL**

Executive Education

“Leadership for High Performance”

By James J. Dowd

Senior Fellow

Managing Director, Executive Education - Harvard Business School



Program on Leadership for High Performance

Sunday, 4th February 2018 | 08:00 AM to 4:00 PM
Marina Hotel – Salwa Sabah Al-Ahmad Hall, Kuwait

For Registration and more information:

Tel: 22901100 – Ext: 203-247 Fax: 22901180



ibs_kuwait



IBSKuwait

- 08:30-10:00 Leadership Facing Uncertainty: Balancing Performance, Risk, and Learning**
HBS Case Study: Columbia’s Final Mission
 The case examines how NASA failed to respond to an ambiguous threat and as a result lost the space shuttle Columbia and its seven-member crew in 2003. Discussion focuses on the challenges for leaders in maintaining a “production mindset” or performance focus and at the same time creating the conditions needed for organizational learning. Specific attention is paid to blocks to communication posed by hierarchy, expertise, and other organizational boundaries, and how to overcome them.
- 10:00-10:30 Break**
- 10:30-12:00 Leading Cultural Change in Organizations**
HBS Case Study: Henkel: Building a Winning Culture
 A new CEO challenges the organization to set and achieve high performance goals. Henkel was known as a “happy underperformer” compared to competitors: how can a leader change a company’s culture? We focus on the leader’s role in aligning organizational “hardware” and “software” and on the challenges of leading change in organizations.
- 12:00-13:00 Lunch**
- 13:00-14:15 Managing Performance and Developing Talent**
HBS Case Study: Rob Parson at Morgan Stanley
 The manager of a top performer whose behavior violates company norms and values must decide whether or not to promote him to a position where he would be expected to “lead by example.” Discussion focuses on skills and practices useful in preparing for and having difficult conversations with employees about underperformance. We discuss the difference between giving feedback and coaching for performance improvement.
- 14:15-14:45 Break**
- 14:45-15:30 Organizational and Personal Leadership for Strategy Execution**
Interactive Presentation
 Concluding presentation summarizes learnings from the three cases, addressing challenges of leading self, leading teams, and leading the organization to deliver performance results and build capability for continued excellence in the future.

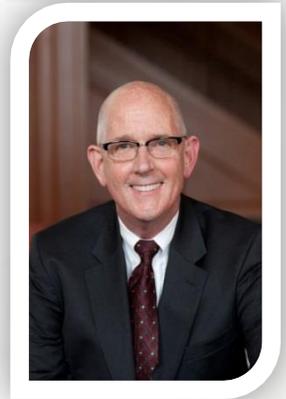
Event Details

<i>Date</i>	<i>Time</i>	<i>Venue</i>	<i>Fee per participant</i>
February 4th, 2018	08:00 am 04:00 pm	Marina Hotel – Salwa Sabah Al-Ahmad Hall	450 KD

James J. Dowd

Senior Fellow

Managing Director, Executive Education



He serves as faculty chair in leadership and change programs. Formerly Professor of Organizational Behavior at IMD - Switzerland, and faculty Program Director for IMD's custom programs among different clients. Research and teaching expertise in leadership development, organizational culture and change, and individual commitment to organizations.

Jim Dowd earned an undergraduate degree in English and American Literature and Language at Harvard College. He later earned an MBA and a Doctorate of Business Administration degree at Harvard Business School, specializing in organizational behavior.

James J. Dowd is Senior Fellow in Executive Education at Harvard Business School, a faculty appointment he has held since 2004. In that role, he works closely with CEOs, CHROs, and their teams to design and deliver custom executive education programs. In addition to teaching leadership and change, he typically serves as faculty chair in these programs, engaging faculty colleagues with relevant expertise to join the program team, and coordinating overall program delivery.

From 1994 to 2004 Jim Dowd was Professor of Organizational Behavior at IMD, a leading institute for executive education located in Lausanne, Switzerland. For five years he was a member of IMD's Management Committee with responsibility for the portfolio of custom-designed partnership programs. From 1994 to 1999 he directed the open enrollment program *Mobilizing People*, focusing on leadership and teamwork. He was also faculty Program Director for IMD's custom programs with Bertelsmann, Hoffman-LaRoche, Julius Bär, and RWE, among other clients.

As a consultant, Jim Dowd has worked closely with top executive teams in international companies in organizational change and development, advising in processes of executive team-building and large-scale organizational change over several years. On an individual level, he also works with senior executives managing major career transitions and developing new leadership behaviors to fit changing role requirements. He designs and facilitates senior management team-building programs as well as executive education programs addressing the behavioral implications of major strategic and cultural change. While on the faculty at IMD, he jointly developed and delivered several such programs in collaboration with other major business schools, including Columbia University, Northwestern University, and Ashridge Management College.

Before joining IMD in 1994, Jim Dowd was a member of the faculty at the University of Virginia, teaching management and organizational behavior courses at both the McIntire School of Commerce and the Darden Graduate School of Business Administration. He received several university-wide teaching awards at Virginia, and he was similarly recognized for outstanding teaching as a Teaching Fellow at Harvard College. In 1994 Professor Dowd was elected to a three-year term on the Board of Directors of the Organizational Behavior Teaching Society.

Jim Dowd earned an undergraduate degree in English and American Literature and Language at Harvard College. He later earned an MBA and a Doctorate of Business Administration degree at Harvard Business School, specializing in organizational behavior.

He is the author of several case studies and co-authored the 1993 book *Vision, Values and Courage: Leadership for Quality Management*, with Neil H. Snyder and Dianne Morse Houghton. His teaching and research interests focus now on leadership, organizational values, and individual commitment to organizations.