

James J. Dowd
Senior lecturer
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.



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From
Harvard
Business School

Main Sponsor



Virtual Program
**MASTERING NEW
CHALLENGES**

Leading Change and
Managing Performance

June 6-7 ,2021



“Mastering New Challenges: Leading Change and Managing Performance” Virtual Program - June 6 & 7 2021

Program Objectives:

Success in business today demands effective management and leadership – managing to capture the greatest possible value from our strengths and our business model today, and leading to innovate, learn, and create ways to thrive in a changed competitive environment with a new business model. We will use four Harvard Business School case studies to explore the challenges of managing complex organizations under heavy pressure to perform, and strategies for leading change in a rapidly changing market. Participants will gain and insight and understanding of effective practices for organizational leadership – aligning the organization for strategy execution—and for personal leadership, enabling them to maximize their impact in their leadership role.

Day 1 – Sunday June 6

1:30pm – 2:00pm Registration Log in

**2:00pm -3:00pm Developing Yourself to Maximize Leadership Impact
HBS Case Study: Coaching Makena Lane**

Hired to lead change in a traditional retail business, a manager achieves her financial targets but develops a reputation for being “difficult” in the process. Her manager refuses to promote her, asking that she work with a coach to improve her leadership style. After one year of working intensely with a coach, she has a chance at another promotion, and the company must decide if she is ready to take on a much bigger role. We examine how leaders develop in organizations, the role of the manager and of a coach, and the challenges of self-development. We close by reviewing learnings from the day, addressing challenges of leading self, leading teams, and leading organizations to deliver results for today and build capability for continued excellence in the future.

3:30pm –4:00pm Break

**4:00pm –5:30pm Managing and Leading in Uncertainty
HBS Case Study: Columbia’s Final Mission**

The case examines how NASA failed to respond effectively to an ambiguous threat and lost the space shuttle Columbia and its seven-member crew in 2003. Discussion focuses on the challenges for leaders in maintaining a focus on achieving performance goals and at the same time creating the conditions needed for organizational learning. Exploring the concept of psychological safety, we identify blocks to communication posed by hierarchy, expertise, and other organizational boundaries, and discuss how to overcome them.

5:30pm -6:00pm Q&A

Day 2 – Monday June 7

1:30pm – 2:00pm Registration Log in

**2:00pm -3:30pm Leading Strategic Innovation and Organizational Change
HBS Multimedia Case Study: Havas – Change Faster**

Advertising agency Havas Worldwide seeks to become a leader in digital innovation, in large part through the acquisition of a crowdsourcing advertising agency, Victors & Spoils. Discussion focuses on why successful businesses fail to adapt to new technologies and innovations and how leaders should respond to these challenges. We examine the dilemmas of leading an “ambidextrous organization” – to manage the current business model for maximum returns (“exploit”) while also investing in innovations for the future (“explore”).

3:30pm -4:00pm Break

**4:00pm -5:30pm Organizational and Personal Leadership: Alignment for Strategy
Execution HBS Case Study: Henkel: Building a Winning Culture**

A new CEO challenges an old, proud family-led business to set and achieve high performance targets. Previously known as a “happy underperformer,” the company’s new vision proclaims “excellence is our passion.” 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 shadow side of leading adaptive change in organizations.

5:30pm -6:00pm Q&A

Virtual Program Details

Date	Time	Price	Early Bird	Registration Deadline
June 6 & 7, 2021	1:30pm-6:00pm	300 KD	250 KD*	June 3 rd 2021**

* Early bird offer: KD 250 for registration and payment made until **May 6th, 2021**.

** To register online please visit our website: www.kibs.edu.kw

**FOR REGISTRATION
AND MORE INFORMATION:**

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