Strategies for Building and Leading Diverse Organizations
Building diverse organizations demands skilled and capable leaders. Effective strategies from senior leadership can greatly improve an organization's impact, as well as strengthen relations with its employees, clients, and the community. Strategies for Building and Leading Diverse Organizations is a Harvard Kennedy School executive program that explores how to create, manage, and optimize diversity in public, corporate, and nonprofit organizations. Led by Dr. Robert Livingston, this unique learning experience will provide you with a deeper understanding of the complex issues diversity presents within your organization and your community, and also demonstrate the performance advantages it offers in your workplace. Innovative frameworks will be introduced to teach you how to best structure your organization and interact with a community diverse in experience, background, culture, and values. You will leave Harvard equipped with the tools to create a better work experience for people within your organization and the strategies to produce better on-the-job outcomes.

Curriculum

Strategies for Building and Leading Diverse Organizations will provide you with:

» A nuanced understanding of the meaning and importance of diversity, equity, and inclusion

» An enhanced ability to build more diverse and inclusive organizations

» The skills to improve the quality of interactions with diverse communities
In six extraordinary days, you will gain a conceptual overview of diversity as well as valuable insights into effective hiring, motivation, team building, innovation, and decision making. The program will focus on developing strategies to take advantage of, and improve upon, the diversity within your own team in order to achieve organizational goals. You will also build advanced communication skills to improve your interaction with the diverse populations you encounter every day.

Together with a sophisticated cohort, you will be exposed to cutting-edge, evidence-based research examining the role diversity plays in improving organizational performance; investigating concepts such as surface versus deep diversity, implicit bias, fairer testing methods, microaggressions, and conflict resolution; creating common ground; and building trust. Lectures, group work, class discussions, simulations, and case studies will create an exceptionally interactive and stimulating learning environment.

Specific topics the program will address include:

» Developing a common definition of racism and an understanding of its different forms
» Understanding one’s own connection to institutional racism and its impact on his/her work
» Improving social communication across differences
» How to lead organizational change around diversity
» Best practices for building diversity and inclusion in the workforce
» Leveraging the power of diverse groups and teams
» Using technology and digital tools for tracking equity and inclusion
You will return home with a greater appreciation for the value of diversity and practical techniques for leading organizations that are welcoming to diverse workforces and communities.

**WHO SHOULD ATTEND**

Strategies for Building and Leading Diverse Organizations is designed for senior executives in public, corporate, and nonprofit organizations who want to better understand diversity and create strategies to leverage diversity within their organizations. Because each participant’s own experiences are critical to the learning process, a class will be selected that is professionally and geographically varied.

Recommended applicants include:

- Senior public officials at the national, state, and local levels
- Corporate executives, including C-levels, vice presidents, and directors
- Nonprofit and NGO leaders
- Public safety and security officials

**TO APPLY OR LEARN ABOUT PROGRAM DATES, CURRICULUM, TUITION, AND MORE, PLEASE VISIT**

[WWW.HKS.HARVARD.EDU/EE/DIVERSITY](http://WWW.HKS.HARVARD.EDU/EE/DIVERSITY)

Admission is competitive and based on professional achievement and organizational responsibility. There are no formal educational requirements; however, fluency in written and spoken English is a necessity for participation.

This program qualifies for both the Public Leadership Executive Certificate and Public Policy Executive Certificate.

Visit [www.hks.harvard.edu/ee/certificate](http://www.hks.harvard.edu/ee/certificate) to learn more.
Dr. Robert W. Livingston is a full-time faculty member at Harvard Kennedy School. Prior to joining Harvard, he held a full-time appointment as Assistant Professor at the University of Wisconsin-Madison; Associate Professor at the Kellogg School of Management at Northwestern University; and Full Professor and Head of Organizational Behavior at the University of Sussex in England, where he was also Director of the Centre for Leadership, Ethics, and Diversity (LEAD). In addition, he has held visiting Professorships at Princeton University and Carnegie Mellon University.

Dr. Livingston’s research focuses on diversity, leadership, and social justice. His work has been published in top-tier academic journals such as the *Journal of Personality and Social Psychology*, the *Personality and Social Psychology Bulletin*, *Psychological Science*, and the *Journal of Experimental Social Psychology*, and been featured in prominent media outlets such as *The New York Times*, *The Wall Street Journal*, *The Washington Post*, BBC, *Newsweek*, *Forbes*, *Bloomberg Businessweek*, *Financial Times*, ABC News, *The Guardian*, CNN, Yahoo, and MSNBC. Dr. Livingston has authored several book chapters and co-edited an award-winning book on social identity and intergroup relations. He has also served as a diversity consultant for a broad range of Fortune 500 companies, local, state, national, and international governments, the nonprofit sector, higher education, and law enforcement. Dr. Livingston was publicly recognized by Brian Chesky, CEO of Airbnb, for his work in combatting discrimination online. Dr. Livingston has resided in five countries and is fluent in four languages.

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— MOHAMMED A. AHAMED
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