Strategies for Building and Leading Diverse Organizations
“Strategies for Building and Leading Diverse Organizations was a thought-provoking, intense, and intellectually challenging experience. The knowledge I gained has broadened my perceptions and given me the tools needed to improve diversity in today’s corporate world.”

– CAROL FULP
PRESIDENT & CEO
THE PARTNERSHIP, INC.

Building diverse organizations requires both information and motivation. Strategies for Building and Leading Diverse Organizations is an executive program that equips executives, managers, and employees with the competence and confidence necessary to create diverse, equitable, and inclusive organizations. Led by world-renowned scholar and practitioner Dr. Robert Livingston, this intensive learning experience will provide you with a deeper understanding of the unique challenges associated with building truly inclusive organizations. Building on Dr. Livingston’s PRESS model, featured in his award-winning Harvard Business Review article, “How to Promote Racial Equity in the Workplace” the program emphasizes the importance of identifying the multiple root causes of discrimination and building the empathy and concern necessary to increase commitment to strategy. Although the main focus is race, the program also includes sessions on gender, LGBTQIA+, religion, ethnicity/nationality, and disability. You will leave Harvard with the tools necessary to create better experiences and on-the-job outcomes in your organization for people from all backgrounds.

CURRICULUM

The curriculum is organized around three broad questions: How do we understand the challenges facing organizations with respect to diversity, equity, and inclusion? How do we increase concern and motivation among top leaders and middle managers to take these issues seriously? What are concrete strategies for promoting greater diversity, equity, and inclusion in organizations and society?
In six extraordinary days, you will be exposed to cutting-edge, evidence-based research examining topics central to organizational leaders, such as recruitment, hiring, retention, promotion, negotiation, conflict resolution, team building, communication, 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 diverse populations.

Together with a sophisticated cohort, you will also attend lectures by leading experts on contemporary topics such as bias in artificial intelligence, racial equity in policing, and racism and colorism in international contexts. Group discussions and case studies will create an exceptionally interactive and stimulating learning environment.

Highlights of topics to be covered in the program include:

» Developing a common definition of racism and an understanding of its different forms
» Understanding your connection to institutional racism and its impact on your 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’RE HERE TO MAKE A DIFFERENCE.
You will return home with a greater appreciation for the value of diversity and practical techniques for leading organizations that are committed to building a diverse workforce and inclusive culture.

**WHO SHOULD ATTEND**

*Strategies for Building and Leading Diverse Organizations* is designed for senior executives in public, corporate, and nonprofit organizations who want to build greater diversity, equity, and inclusion 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 is a core program in the Public Leadership concentration. This program can also be used as a third program for any concentration in the Executive Certificate series.*

Visit [www.hks.harvard.edu/ee/certificate](http://www.hks.harvard.edu/ee/certificate) to learn more.
Dr. Robert W. Livingston is one of the world’s leading experts on the science underlying bias and racism in organizations. His research has been published in top-tier academic journals and has been featured in numerous media outlets such as the *New York Times*, *Wall Street Journal*, *Financial Times*, BBC, *Newsweek*, *USA Today*, *Time*, and MSNBC, and NPR. Dr. Livingston is also a practitioner whose passion is the application of social psychological theory and research to solving real-world challenges. For over two decades, he has served as a diversity consultant to hundreds of organizations in the public, corporate, and nonprofit sectors.

His *Harvard Business Review* article “How to Promote Racial Equity in the Workplace” was the winner of the 2020 Warren Bennis Prize, awarded to the best article on leadership published in HBR each year. His book *The Conversation: How Seeking and Speaking the Truth about Racism Can Radically Transform Individuals and Organizations* was selected as a *Financial Times* best book of 2021, and was also nominated for a 2022 NAACP Image Award for Outstanding Literary Work.

Dr. Livingston is an elected fellow of the Society for Personality and Social Psychology, an honor bestowed upon “individuals who have made extraordinary and unique contributions to the field of personality and social psychology.” He was also selected by Thinkers50 as a member of the Radar Class of 2022, described as “an exceptional group of thinkers, whose ideas, hard work and passion can make a real difference in the world.” He has resided in six countries and speaks four languages.

“Through strategic analysis, simulations, and reflection, the program gave me ways to apply theory to practice in a tenable, comprehensive manner. I highly recommend it to leaders who are truly serious about creating an inclusive culture within their own organizations.”

— MOHAMMED A. AHAMED
DIRECTOR, OFFICE FOR DIVERSITY & INCLUSION, OFFICE OF THE PRESIDENT, NAZARETH COLLEGE