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Leadership

# High Impact Leadership





Columbia Business School,  
Manhattanville Campus,  
New York City.

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# Overview

**High Impact Leadership is an immersive in-person program designed to help you gain a deeper understanding of who you are as a leader and how others see you within your organization. It’s all about driving results and making a positive difference in the lives of the people you lead and the organizations you work with.**

## Key Benefits

High impact leaders have the ability to create a strong culture within their organizations and inspire their teams to achieve great things. The impact of leadership is reflected in the success of the team, the achievement of organizational goals, and the development of individual team members.

Through 360-degree feedback, intensive one-on-one coaching\*, self-assessment tools, and small group work, this High Impact Leadership program aims to help you develop a realistic path to more effective leadership. In this dynamic learning environment, you will:

- Gain greater awareness of your leadership styles, strengths, and weaknesses
- Improve your management style to create leadership impact
- Strengthen your ability to lead and manage organizational innovation and change
- Develop more effective decision making skills
- Achieve better synergy in groups
- Build your understanding of national culture, organizational culture, and leadership implications
- Learn the art of giving and receiving feedback

At the conclusion of this program, you will have an action plan for managing yourself and leading others to improved performance.

*\*To participate in the one-on-one coaching session, participants need to complete the 360 survey prior to the start of the program. One-on-one coaching format is subject to change depending on country and length of program.*

## Participant Profile

Attendees are upper-level executives with ideally 10 years of experience (could be less) who wish to do a deep dive into their leadership skills and who have a team or teams reporting to them.



Program sessions provide an expertly curated mix of interactive feedback, reflection, lectures, and discussions to sharpen your ability to lead effectively.

# Program Content

## Lectures and Discussions

- A Model of Organizational Performance and Change
- Managing Change: Exploring Your Hidden Assumptions
- Understanding Your Change Management Practices
- Leadership Styles
- Group Dynamics
- Inclusive Leadership
- Integrating Your Feedback

## Feedback and Reflection

- Managerial Decision-Making: Correcting Your Blind Spots
- Towards Greater Self-Understanding: The Lifeline Exercise
- Background to Executive Practices Instrument and 360 Feedback
- Leadership and Personality
- Peer Coaching and Consultation
- Self-Management and Leadership

# Modules: Lectures and Discussions

## A Model of Organizational Performance and Change

Get an overview of organizational functioning, which enables executives to diagnose root causes of performance gaps, as well as identify what it will take to capitalize on possible opportunities for improvement in this session. This framework allows participants to see where their leadership behaviors fit into the broader scheme of things.

## Managing Change: Exploring Your Hidden Assumptions

One of the most important aspects of management is having the ability to lead oneself and one's co-workers through change. How well we do as agents of change depends to a great extent on our underlying assumptions. These assumptions often are tacitly held, making it difficult for people to consider whether there may be other (and better) ways to go about planning and implementing change. In this session, participants engage in exercises to reveal assumptions about managing change, followed by a group discussion and debate. An important part of the facilitated discussion is to relate people's assumptions about change management to specific change initiatives that they are currently facing in their own organizations.

## Understanding Your Change Management Practices

Sometimes your employees embrace change, other times they resist it. This session discusses the factors that lead your employees to respond one way rather than the other to change. The focus will be on those factors that are under managers' control. In other words, how managers plan and implement change goes a long way towards determining whether their employees will embrace versus resist change. Participants will learn an overarching conceptual model for effective change management and specific "Best Practices" examples of the model.

## Leadership Styles

During this session we will discuss different leadership styles, most notably "transformational leadership" and "transactional leadership." These two styles refer to distinct skill sets, and there is a growing recognition that each is necessary for organizations to function effectively; neither one of them on its own is sufficient. For example, organizational change requires both transformational leadership and transactional leadership. This session also will provide participants with a framework for evaluating where they and their organizations stand on these complementary dimensions of leadership.

## Group Dynamics

Great leaders try to influence people as collectives (in addition to influencing people as individuals) as the whole is often different from the sum of its individual parts. This session examines the group dynamics that create these outcomes and explores how executives can effectively manage these dynamics, where the collective behavior differs from individual actions.

## Inclusive Leadership

Organizations are becoming increasingly diverse. Yet hiring diverse talent is only the first step in creating an inclusive organization. Leaders must create environments where everyone is fully engaged. This session aims to equip leaders with skills to foster inclusive climates, motivating and engaging teams. It covers diagnosing diversity dynamics, understanding the role of stereotypes in decision-making, and their impact on team climate.

## Integrating Your Feedback

This short session provides guidance on how to integrate the considerable amount of feedback that participants have received throughout the program, in part to get ready for the evening Peer Coaching and Consultation session.



# Feedback and Reflection

## Managerial Decision-Making: Correcting Your Blind Spots

Explore various decision-making tendencies that influence leadership and managerial behaviors. These tendencies are often unconscious and hinder sound judgment. Through interactive discussions and a questionnaire, participants will identify their decision-making blind spots and learn corrective strategies, enhancing their leadership effectiveness.

## Towards Greater Self-Understanding: The Lifeline Exercise

Throughout the program, participants will take part in activities to help understand their feedback and create personal development plans. One key activity is the «Lifeline Exercise.» In small groups with a facilitator, individuals will discuss their leadership style, guiding values, and influential events, people, and factors. This promotes self-understanding and enables effective peer coaching in later group sessions.

## Background to Executive Practices Instrument and 360 Feedback

Feedback is critically important to help executives hone their leadership and managerial skills. In this session participants will receive an overview of their 360 results on three overarching aspects of leadership: organizational, interpersonal and personal. Covering direction, innovation, communication, team-building, diversity, confidence, and self-awareness, the feedback is based on pre-program self-assessments and ratings from bosses, peers, direct reports, and customers. The session includes guidance on how to get the most out of their feedback reports.

## Leadership and Personality

Prior to the program participants will have completed the Myers–Briggs Type Indicator (MBTI), which is one of the most widely used personality profiles in organizations. Previous program participants, including those with prior MBTI experience, actively report significant self-insight gains from combining MBTI with the 360 feedback received during the program.

## Peer Coaching and Consultation

Participants are asked to distill the essence of their feedback to other small group members and then seek advice from them on how to improve. Each person will have about 15-20 minutes of speaking time, in which the group's task (including the facilitator) is to provide guidance to that particular individual.

## Self-Management and Leadership

It is generally understood that to lead others people must first be able to manage themselves. This session draws on advances in self-management (e.g., emotional intelligence) that may help executives be more effective in their roles as leaders.

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I developed a much higher sense of self awareness. Also, I was able to get insights from peers and from members of my organization about my leadership style which helped me realized how I can deliver more effective leadership. Back at work, we then reorganized the company around a much smaller leadership team. We also started to focus much more on the business itself, while we had been more focused on the technical problems before. All of these insights were valuable takeaways from the program.”

Patrick Farrell

Head of Group Communications  
at the Bank of Ireland

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# Faculty Director



## Joel Brockner

Faculty Co-Director  
James P. Gorman Professor of Business  
Chair of Management Division

Joel Brockner is a leading authority on a variety of psychological issues in the workplace, including change management, leadership, decision-making, the role of the self, and cross-cultural differences in work behavior. He has consulted about the planning and implementation of significant organizational change, leadership development, and decision making with such organizations as the Association of Art Museum Curators, Canadian Health Services Research Foundation, Citigroup, ConocoPhillips, Eastman Kodak, IXIS Capital Markets, MBNA, Pfizer, State Farm Insurance, Southern New England Telephone, and Stratus Technologies.

Brockner's book publications cover decision making in «sunk cost» situations, causes and consequences of employees' self esteem, and the role of justice in the workplace. He has published more than 100 articles

and book chapters in a variety of prestigious outlets, including *Harvard Business Review* and the *Journal of Personality and Social Psychology*. He has served on the editorial board of numerous management and psychology journals including the *Academy of Management Journal*, the *Academy of Management Review*, *Organizational Behavior and Human Decision Processes*, and the *Journal of Personality and Social Psychology*.

Brockner is a fellow of the Academy of Management and of the American Psychological Association (Division of Industrial and Organizational Psychology). He served as the chairman of the management division from 2005 to 2011 at Columbia Business School.

[Read full bio](#)

Along with Brockner, additional Columbia Business School faculty may contribute to and teach in the program.

# Teaching Faculty\*



## Caryn Block

Professor of Psychology and Education, Teachers College, Columbia University  
Director of Doctoral Training, Social and Organizational Psychology Program

[Read full bio](#)



## Sarah Brazasitis

Professor of Practice, Teachers College, Columbia University

[Read full bio](#)



## Ashli Carter

Senior Affiliated Professor of Organisational Behaviour

[Read full bio](#)



## Robert Hurley

Professor of Organizational Behavior, Fordham University's Gabelli School of Business  
Executive Director, Consortium for Trustworthy Organizations

[Read full bio](#)

\* Faculty are subject to change.





Dubai, UAE  
February 10–13, 2025

# Certificate in Business Excellence

## Earn a Certificate

Earn your Certificate in Business Excellence by earning 18 certificate credits over four years. Create your customized learning path, assembling programs in any or all categories (general management, finance and investing, leadership, strategy and innovation, marketing, digital business, negotiation and decision making, corporate governance, and business and society) and formats (in-person, live online, or online) that will best help you meet your professional development goals.

Upon completion, the New York City program offers 5 credits and the Dubai program offers 4 credits towards a Certificate in Business Excellence, which grants select alumni and tuition benefits.

Certificate holders receive select Columbia Business School alumni benefits and join a powerful, global network of over **49,000 alumni**.

As part of the alumni community, you benefit from lifelong networking and professional development opportunities, including invitations to alumni events and programs around the world, a lifetime Columbia Business School forwarding email address, and more.



# Program Structure




## In New York City, USA

- 5 days
- One-on-one coaching during program (In Person)
- Led by Columbia Business School faculty
- At our Manhattanville campus







## In Dubai, UAE

- 4 days
- One-on-one coaching after program (Live Online)
- Led by Columbia Business School faculty
- At The Dubai International Financial Center

Delivered in collaboration with the [Knowledge Group](#) 

# Dates & Fees

Date	Cost	CIBE Credits	Format	Location	Duration
September 23–27, 2024	\$11,950	5	 In Person	Manhattanville, NYC	5 days
December 9–13, 2024	\$11,950	5	 In Person	Manhattanville, NYC	5 days
February 10–13, 2025	\$9,950	4	 In Person	Dubai, UAE	4 days
May 12–16, 2025	\$11,950	5	 In Person	Manhattanville, NYC	5 days

### Please note:

Includes breakfast, lunch, and program materials. Does not include travel, accommodations, dinners, and other program-related transportation expenses.  
The program manager will provide additional details.

# Contact Us

If you have questions about the program or are interested in enrolling or sponsoring someone in your organization, please don't hesitate to contact us:

### John Cissel

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