



Harvard
Business
School

Managing Director, Custom Programs
Executive Education

Leadership Profile



WittKieffer

Executive Summary

Harvard Business School (HBS) seeks a strategic, entrepreneurial, and collaborative leader to serve as Managing Director, Custom Programs, Executive Education.

A member of the ExEd senior leadership team, the Managing Director, Custom Programs oversees a diverse portfolio of bespoke and affinity programs developed for large-scale organizations while leading an exceptional team of business development officers, portfolio directors, and operations specialists

The next Managing Director will shape and implement a strategy for growing an increasingly diverse program portfolio aligned with HBS priorities. They will develop and steward effective relationships with industry leaders and collaborate with other ExEd units to identify creative and comprehensive solutions to meet evolving client needs.

Under the Managing Director's leadership, the Custom Programs team will drive faculty development, educational impact for client organizations and participants, and financial contribution to the school, sustaining Harvard Business School as the pre-eminent leader in global executive development.

Harvard Business School ExEd collaborates with leading organizations to design custom programs that address their unique goals and business challenges. Tailored for corporations with revenues exceeding \$5 billion to \$10 billion and/or professional member-based organizations, custom programs are ideal for high-level executive committees and teams seeking to implement enterprise-wide change.

Harvard Business School is a global community of learners that influences business and management practice worldwide, working to positively impact society and make a difference in our world. It combines bold ideas, powerful pedagogy, and collaborative cohort-based learning to deliver unparalleled management education and foster lifelong learning networks.

The ideal candidate will have prior experience developing and leading senior-level professionals and managing change, as well as a deep knowledge and understanding of executive development, management learning, and program design, delivery, and evaluation.

A bachelor's degree, 15+ years of successful leadership experience, and deep familiarity with the field of executive education, executive development, and/or corporate learning and development are required.

To nominate candidates or express confidential interest in the opportunity, see "Procedure for Candidacy" on page 9.

Opportunities and Expectations for Leadership

The Managing Director, Custom Programs, oversees and maintains P&L responsibility for a diverse portfolio of custom and affinity programs developed for large-scale organizations. The Managing Director leads a team of business development officers, operations specialists, and portfolio directors who manage programs through their life cycles. Reporting to the Senior Managing Director, Executive Education, the Managing Director is a trusted thought partner and member of the Harvard Business School Executive Education senior leadership team.

The Managing Director is expected to:

- Shape and implement a growth strategy for a diverse program portfolio that is well-aligned with HBS priorities and maximizes faculty development, educational impact for sponsoring organizations and participants, and financial contribution to the school.
- Lead business development efforts through the implementation of a model that identifies and qualifies opportunities that ultimately lead to new client acquisition. Collaborate with internal sales teams to support and grow client engagements.
- Partner with key constituencies and stakeholders, including fellow portfolio heads, Executive Education (ExEd) departments, and partners across the school. Develop relationships to manage enrollment and understand client needs, including both global executives and organizations.
- Identify opportunities to meet evolving client needs by collaborating with other ExEd units, including through providing synchronous and asynchronous digital content and virtual and other technological solutions.
- Review program metrics and performance, individual and holistically across the portfolio, with an eye towards maintaining a healthy and balanced portfolio; monitor competitive offerings, and shape the portfolio based on client and market insights.
- Partner with and support HBS faculty and senior executives at client organizations to design and deliver educational experiences that are of the highest caliber and consistent with the mission, values, and reputation of Harvard Business School.
- Thoughtfully recruit, develop, and retain a high-performing and collaborative team, and ensure the success of individual team members, programs, and the custom programs portfolio overall.
- Weigh opportunity costs and resource implications associated with decisions, and identify and share best practices.
- Develop comprehensive knowledge of HBS's existing intellectual capital and teaching and learning models, and ensure ongoing systematic understanding of new content and methodologies.
- Routinely contribute to dashboards, goal setting, and budget materials, and prepare clear executive summaries and decks.

Professional Qualifications and Personal Qualities

Harvard Business School seeks a Managing Director who is a collaborative leader and strategic thinker with high standards, great judgment, and demonstrated success in motivating and managing a high-performing service-oriented team. A bachelor's degree, 15+ years of successful leadership experience, and deep familiarity with the field of executive education, executive development, and/or corporate learning and development are required.

In addition, the successful candidate is expected to possess the following qualities and qualifications:

- Proven ability to shape and execute a strategy with P&L responsibility.
- Capacity to manage change
- High EQ, energy, and creative mindset.
- Excellent interpersonal, organizational, communication, and negotiation skills.
- Ability to enjoy and thrive in a highly collaborative and often ambiguous, complex environment.
- Strong analytical and listening skills, and the capacity to extract and communicate key points clearly and concisely, both verbally and in written communication.
- Ability to work well with senior colleagues, C-suite executives, and faculty, and a deep commitment to establishing strong relationships with all constituents across ExEd, HBS, and Harvard University.

Additional preferred qualifications:

- MBA or related educational experience.
- Experience in strategic planning, evaluation of custom programs, outcomes assessment, and issues surrounding the development of custom programs.
- Prior experience developing and leading senior-level professionals.
- Deep knowledge and understanding of executive development, management learning, and program design, delivery, and evaluation.

Additional Information

- Travel, both domestic and international, is required.
- This is a hybrid position, which HBS considers to be a combination of remote and on-site work at the school's Boston-based campus.
- HBS expects all staff to be onsite 3 days per week, and departments provide onsite coverage Monday through Friday.
- For the first 90 days of employment, the Managing Director will be expected to be onsite 5 days per week. Specific hours and days onsite will be determined by business needs and are subject to change with appropriate advanced notice.
- HBS may conduct candidate interviews virtually (via phone and/or Zoom) and/or in person for this role.
- HBS will not offer visa sponsorship for this opportunity.
- Learn more about Harvard's outstanding benefits package at the university's [Total Rewards website](#).
- The work and well-being of HBS is profoundly strengthened by the diversity of its network and differences in background, culture, national origin, religion, sexual orientation, and life experiences. Learn more about [HBS work culture](#).

HBS Executive Education and Custom Programs

Harvard Business School Executive Education (ExEd) collaborates with leading organizations to design custom programs that address their unique goals and business challenges. Tailored for large-scale organizations—corporations with revenues exceeding \$5 billion to \$10 billion and/or professional member-based organizations— custom programs are ideal for high-level executive committees and teams seeking to implement enterprise-wide change.

The diverse faculty who lead HBS custom programs are widely recognized as skilled educators, groundbreaking researchers, and award-winning authors. Their insights offer critical perspectives and constructive frameworks for the most pressing issues facing businesses today. In addition to senior faculty, a specialized program director and a dedicated delivery team work directly with organizations to plan and deliver bespoke experiences that mobilize teams and transform businesses from the inside out.

Custom programs include the following key features:

- Goal-oriented program designs customized to address organizations' needs
- Renowned faculty who are thought leaders shaping global business practices
- Multifaceted learning and use of the case method to allow participants to practice real-world judgment, decision-making, and communication skills, enhancing learning retention
- Dynamic learning groups to encourage executives to share and test ideas in a safe space
- Tangible results that transform an organization's business and enhance individual skills and performance.

HBS ExEd offers a range of flexible formats to deliver learning to an organization's teams:

- *In-person*: Learning takes place on the HBS campus.
- *Blended*: Combines in-person, on-campus, and virtual learning experiences.
- *Virtual*: Synchronous classes via our HBS Live Online Classroom at designated session times.
- *Self-paced*: Asynchronous learning for participants who are simultaneously active in their organizations.
- *Cascaded*: Large-scale learning and development where content is aligned and adapted across target populations.

Every detail of HBS ExEd programs is carefully calibrated to drive the success of its partner organizations, from living arrangements and classrooms that spark connection to unrivaled academic resources, from thoughtfully designed virtual learning experiences to rejuvenating fitness, dining, and cultural amenities.



About Harvard Business School

Harvard Business School was founded in 1908 to educate general managers who would lead the types of large-scale organizations that emerged from the Industrial Revolution. More than a century later, HBS is among the world's most trusted sources of management education and thought leadership. It is a dynamic ecosystem of research, learning, and entrepreneurship—a global community of learners that influences business and management practice worldwide, working to positively impact society and make a difference in our world.

At HBS, leadership and values are inseparable. The teaching of ethics is explicit, not implicit. The community values of mutual respect, honesty and integrity, and personal accountability support the HBS learning environment and are at the heart of a school-wide aspiration: to make HBS a model of the highest standards essential to responsible leadership in the modern business world.

Harvard Business School combines bold ideas, powerful pedagogy, and collaborative cohort-based learning to deliver unparalleled management education and foster lifelong learning networks. A HBS education is distinguished by:

- **Dynamic, immersive learning.** At HBS, exciting new ideas are discussed, debated, and explored through case-based teaching, participant-centered learning, and structured interactive engagements.
- **A tight-knit community.** Intensive, cohort-based learning creates a tightly bonded group of collaborative learners with an urgency to test new ideas and solve problems.
- **Global perspectives.** HBS brings together leaders and learners from around the world to explore issues and study cases that have true global impact.
- **A lifetime of connection.** Harvard Business School fosters powerful learning networks, 86,000 alumni strong, that change the trajectory of careers and positively impact organizations worldwide.
- **A residential campus.** Located in Greater Boston, where history and innovation meet, the HBS campus is designed to cultivate daily interactions that extend and enrich in-class learning.

Leadership

**Deb Hooper****Senior Managing Director, Executive Education**

Deborah Hooper is Senior Managing Director of Executive Education at Harvard Business School. She leads a team that produces 170 Open Enrollment, Global, and Custom programs engaging more than 12,000 executives from 180 countries annually. She has held several positions in Executive Education overseeing a wide array of programs, as well as roles in marketing, corporate relations, and finance. For more than 10 years she served as Managing Director of the Open Enrollment portfolio, including comprehensive leadership, topic-focused programs, and the executive coaching team. In partnership with HBS faculty, the diverse and vibrant Open Enrollment portfolio grew to more than 80 programs. Prior to joining HBS, Hooper managed the customer service team supporting a burgeoning biotechnology product line at Perkin-Elmer Corporation. She earned a B.S. in Business with a minor in Art from Skidmore College and completed the Program for Management Development at Harvard Business School.

**Patrick Mullane****Executive Director, Harvard Business School Online and Executive Education**

Patrick Mullane is the Executive Director of Harvard Business School Online and Executive Education. He brings over 20 years of management experience across several industries to the position. In his role, he is responsible for managing Harvard Business School's portfolio of non-degree programs including all online, in-person, and blended programs. Prior to joining HBS, Mullane was CEO of Fabrico, Inc., an industrial manufacturing company purchased by Technetics, Inc. in 2014. Subsequent to the sale of Fabrico, he served as vice president and general manager in Technetics' industrial turbine portfolio. Before earning his MBA, Patrick served as a captain in a U.S. Air Force intelligence organization. He has also been an early employee of a technology startup, managed Kaplan Test Prep and Admissions' Washington, D.C. market, and worked for a telecommunications equipment company. He holds a B.S. in Mathematics from the University of Notre Dame, a M.S. in Project and Systems Management from Golden Gate University, and a MBA from Harvard Business School.

**V.G. Narayanan****Senior Associate Dean for Executive Education and HBS Online**

V.G. Narayanan is the Thomas D. Casserly Jr. Professor of Business Administration and Senior Associate Dean for Executive Education and HBS Online. A member of the HBS faculty since 1994, his research focuses on management accounting with an interest in performance evaluation and incentives. He uses field experiments to understand how firms can use incentives and performance feedback to improve performance. Narayanan studies how financial incentives can be used as a catalyst to form desirable habits and to harness other motivators such as peer pressure and frequent feedback. He received a MBA from Indian Institute of Management–Ahmedabad and a MS in Statistics, MA in Economics, and PhD in Business from Stanford University.



Srikant Datar
Dean

Srikant M. Datar became the 11th dean of Harvard Business School on January 1, 2021. He previously served as Senior Associate Dean for University Affairs (including Faculty Chair of the Harvard Innovation Lab), for Research, for Executive Education, for Faculty Development, and for Faculty Recruiting.

Datar has taught MBA and executive education classes in design thinking, innovation, big data, and strategy implementation. Before joining the HBS faculty he held appointments at both Carnegie Mellon University and Stanford University, where he received the George Leland Bach Award for Excellence in the Classroom and the Distinguished Teaching Award, respectively.

Datar's research and course development have been in the areas of cost management and management control, strategy implementation, governance, and, more recently, management education, design thinking and innovative problem solving, and machine learning and artificial intelligence.

He has published his work on activity-based management, quality, productivity, time-based competition, new product development, bottleneck management, incentives, and performance evaluation in journals such as *The Accounting Review*, *Journal of Accounting and Economics*, *Journal of Accounting Research*, *Contemporary Accounting Research*, and *Management Science*.

A graduate with distinction from the University of Bombay, Datar received gold medals upon graduation from the Indian Institute of Management, Ahmedabad, and the Institute of Cost and Works Accountants of India. A Chartered Accountant, he holds two master's degrees and a PhD from Stanford University.



About Harvard University

On October 28, 1636, Harvard, the first college in the American colonies, was founded in Cambridge, Massachusetts. Nestled along the Charles River in Cambridge, Massachusetts, Harvard is renowned for its commitment to excellence in teaching, learning, and research. With a diverse community of over 25,000 students, nearly 20,000 faculty and staff, and more than 400,000 alumni worldwide, Harvard fosters an environment where intellectual transformation and social impact go hand in hand. The university's extensive global network, including 22 international locations, and its rich history of innovation and leadership make it an exciting and dynamic place for its faculty, students, and staff to shape the future.

Harvard experts, researchers, and leaders around the globe make contributions—from public health to conflict resolution—that transcend borders, forge connections, and strengthen communities. Harvard's influence extends far beyond academic, with a powerful global presence through partnerships, research initiatives, and its alumni network. More than 180 countries are represented by Harvard students, scholars and alumni.

Mission and Culture

As America's oldest and most venerable institution of higher learning, Harvard's mission is to advance new ideas and promote enduring knowledge. Since Harvard's founding in 1636, Harvard has grown to include 11 degree-awarding schools along with their allied institutions, including the Harvard Radcliffe Institute. Harvard's faculties are unified by common goals of education and research, but each develops leaders and positively impacts the world in its own way.

Commitment to Equity, Diversity, Inclusion, and Belonging

Harvard University views equity, diversity, inclusion, and belonging as the pathway to achieving inclusive excellence and fostering a campus culture where everyone can thrive. The university strives to create a community that draws upon the widest possible pool of talent to unify excellence and diversity while fully embracing individuals from varied backgrounds, cultures, races, identities, life experiences, perspectives, beliefs, and values.





Procedure for Candidacy

All applications, nominations and inquiries are invited. Applicants should provide, as separate documents, a CV or resume and a cover letter via WittKieffer's [candidate portal](#). Candidates will be considered until an appointment is made.

Nominations and inquiries can be directed to Philip Tang and Natalie Song at HBSCustomPrograms@wittkieffer.com.

Harvard University is an equal opportunity employer and all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, disability status, protected veteran status, gender identity, sexual orientation, pregnancy and pregnancy-related conditions, or any other characteristic protected by law.