NOT AN APPLICATION FORM SUBMIT YOUR APPLICATION ONLINE:
HTTP://WWW.HKS.HARVARD.EDU/LEADERSHIP

HARVARD Kennedy School
Center for Public
LEADERSHIP

FALL 2009 LEADERSHIP DEVELOPMENT PROGRAM

Foundations of Leadership: The Inner Journey

"Becoming a leader is synonymous with becoming yourself. It is precisely that simple, and it is also that difficult."
- Warren G. Bennis

This form is to better assist you in the application process. This is not an official application form. **No paper forms will be accepted.** Please submit your application online by the deadline via the following link:
http://www.surveymonkey.com/s.aspx?sm=RLi3Hq1F9FOaiFGArjsZZg_3d_3d

1. First Name
2. Last Name
3. Harvard ID Number (first eight numbers on your ID):
4. (Harvard) Email Address:
5. Daytime Phone Number:
6. Degree Program:
7. Are you in a joint or concurrent degree program? If yes, please indicate other degree program/university.
8. Class Year
9. Harvard Fellowship Program or Other Harvard Affiliation
10. Please choose your top three areas of career interest: Non-Profits, Consulting, Healthcare, Public Policy, Education, Civil Rights, Local/State Government, Federal Government, Research, or Other.
11. Number of years in the workforce
12. Please list your three most recent full time positions (if you have that many). For each position, please list the organization you worked for, the last title held there, and the number of years you worked for that organization.

13. (OPTIONAL) Write no more than 3-5 Sentences about how your demographic background (race, gender, religion, socioeconomic status, nationality etc) has shaped your understanding of the overall scope and responsibilities of leadership.
14. Below, please note if you have previously taken any of the following assessments of personality type or leadership-related behaviors, and also indicate the most recent date (MM/YYYY) you took each instrument. For each instrument you've taken, please let us know whether the results and feedback you received are fresh enough in your mind to enable you to write a three-sentence summary describing the highlights: Myers Briggs (MBTI), FIRO-B, Thomas Kilmann Conflict Mode (TKI), Emotional Intelligence Quotient (EQ), A 360 Degree Assessment (please indicate which 360), or Other (please give the name of each).
15. Have you created a personal development plan?
16. Are you currently following a personal development Plan?
17. Briefly describe an important experience you've had as a leader in your professional and/or nonprofessional life.
18. What was the most valuable feedback you received about both your leadership strengths and your shortcomings as a leader?
19. What was the most surprising feedback you received about your strengths and weaknesses?
20. Based on this feedback, what conclusions did you reach about your leadership style? How did you change - that is, what did you do differently- based on these conclusions? Now, briefly describe an important experience you've had as a follower in your professional and/or volunteer life.
21. What was the most valuable insight about leadership that you took from this experience? Have you had experience forming and leading a team? If yes, please rate your familiarity and skills with respect to this area: How many months or years? Level of experience: Low, Medium, or High.
22. Have you had experience leading across social, cultural, and intellectual differences? If yes, please rate your familiarity and skills with respects to this area: How many months or years? Level of experience: Low, Medium, or High.
23. Have you had experience leading across different disciplines and sectors? If yes, please rate your familiarity and skills with respects to this area: How many months or years? Level of experience: Low, Medium, or High.

24. Have you had experience leading a major change initiative? If yes, please rate your familiarity and skills with respects to this area: How many months or years? Level of experience: Low, Medium, or High.
25. Recall a time when you tried to influence the opinion or behavior of someone over whom you had no formal authority. What did this experience teach you about your characteristic tendencies when trying to influence others?
26. What did it teach you about what you need to do to improve?
27. In what specific ways do you hope that this workshop will help you improve in your current (or anticipated future) professional role?
28. Please indicate your first choice for workshop section:
    - o Thursdays 8:30 -11:00am (Oct. 15, Oct. 22, Nov. 12, Nov. 19)
    - o Thursdays 12:00-2:30pm (Oct. 15, Oct. 22, Nov. 12, Nov. 19)
    - o Thursdays 4:00-6:30pm (Oct. 15, Oct. 22, Nov. 12, Nov. 19)
    - o Fridays 8:30-11:00am (Oct. 16, Oct. 22, Nov. 13, Nov. 20)
    - o Fridays 12:00-2:30pm (Oct. 16, Oct. 22, Nov. 13, Nov. 20)
29. Please indicate your second choice for workshop section: (please do not select the same section twice)
    - o Thursdays 8:30 -11:00am (Oct. 15, Oct. 22, Nov. 12, Nov. 19)
    - o Thursdays 12:00-2:30pm (Oct. 15, Oct. 22, Nov. 12, Nov. 19)
    - o Thursdays 4:00-6:30pm (Oct. 15, Oct. 22, Nov. 12, Nov. 19)
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