



# Department of Organization & Leadership

Program in Social-Organizational Psychology  
Teachers College, Columbia University

# XMA

## Executive Master's in Change Leadership

Transform Yourself,  
Transform Your Work



### What is XMA?

The Executive Master's Program in Change Leadership (XMA) is a cohort-based program for senior professionals with 10+ years of experience.

Your journey is a rigorous, transformative experience that unfolds over the course of a year. Through intensive modules, applied projects, and personalized coaching, you will deepen your insight, strengthen your leadership, and expand your organizational impact.

Supported by world-class faculty and a global cohort, you will develop the tools, frameworks, and self-awareness to lead change with clarity and impact—applying what you learn directly to the challenges and opportunities in your own context.

Through four intensive modules, experiential learning sessions, and applied change projects, you will expand your capacity to lead transformation at the individual, team, and organizational levels.

XMA is life-changing, transformative, and unlike any other educational experience. The program enabled me to become more effective in my role and more successful at leading change—having an impact on my organization and catapulting my career.

— Alum, Consulting Sector



## What You Gain

The program emphasizes leadership outcomes and organizational performance, married with systems thinking for complex challenges. With innovative global, cross-sector collaboration, you'll gain readiness to lead through uncertainty and accelerate organization change under pressure.

### For Participants

- Change leadership authority
- Systems-based frameworks and evidence-based methodologies
- Enhanced consulting, coaching, and facilitation skills
- Career growth: promotions, expanded responsibilities, new opportunities

### For Organizations

- Immediate impact from Applied Change Projects
- Greater receptivity to innovation and transformation
- Tangible ROI as participants apply tools throughout the program

### For the Alumni Network

- 272+ global leaders across sectors
- Ongoing peer consulting, coaching, collaboration, and partnerships
- Lifelong professional network

Working in teams to consult for a real organization mirrored the workplace in a very raw way. Being able to experiment with roles and approaches in that environment gave me insights I would never have risked in my day job. That experience alone was worth the price of admission.

— Alum, Risk Management Sector

## Creating Change Globally

Participants in this program represent varied industries, functions, and life experiences.

The inclusive design of the cohort ensures that you not only connect with peers who share your passion for leadership and change, but also benefit from the richness of diverse viewpoints that sharpen your ability to address organizational challenges.

### Module 1

#### Theory & Foundations

Begin by grounding your practice in evidence-based frameworks for organizational change, establishing the foundation for your year of learning and application.

### Module 2

#### Group & Team Dynamics

Develop x-ray vision to uncover the hidden dynamics that derail change initiatives and learn to navigate authority, conflict, and collaboration with greater depth and precision.

### Module 3

#### Individual Dynamics

Sharpen your “self-as-instrument,” strengthening your capacity to lead through presence, influence, and relational awareness.

### Module 4

#### Change Leadership Frontiers

Explore emerging challenges and global contexts, preparing to lead in complex and rapidly evolving environments.

### Liminals

#### Reflection & Integration

Between modules, you pause for deep reflection, supported by faculty advisement and peer consultation, to consolidate learning and translate insights into action.

### Janus Module

#### Applied Change Project & Graduation

You present the results of your applied change project—demonstrating real-world impact—reposition your professional profile and celebrate your transformation with your cohort.



## XMA Change Leadership Competencies

XMA equips participants with nine core clusters of competencies, integrating theory, practice, and self-development to prepare leaders to drive transformation across systems and contexts.

### Systemic Perspective

See the organization as a living system where structure, culture, power, and politics shape outcomes.

### Diagnostic Agility

Identify visible patterns and uncover hidden dynamics influencing change efforts.

### Reflective Practice

Use self-awareness and critical reflection to understand your own role and impact.

### Emotional Intelligence

Recognize, contain, and work with emotions—*your own and others*—to enable transformation.

### Relational Influence

Build trust, navigate conflict, and foster productive relationships across boundaries.

### Adaptive Presence

Stay grounded and flexible under uncertainty while modeling resilience for others.

### Strategic Communication

Frame messages that inspire, clarify, and mobilize people for collective action.

### Intercultural Competence

Work effectively across differences of identity, culture, and perspective.

### Change Navigation

Align vision, people, and processes to move through complexity and deliver sustainable results.

### Who Joins XMA?

#### Sectors

Technology  
Financial Services  
Consulting  
Consumer Products  
Media  
Executive Search  
Health Care  
Professional Services  
Retail  
Arts  
Insurance  
Education

#### Functions

Executive Leadership  
Sales & Marketing  
Organization Development  
Strategic Planning  
Human Resources  
Learning & Development  
Talent Development  
Operations  
Business Development  
Governance  
Research & Development

**Apply Today**



The global cohort expanded my thinking and connected me with lifelong colleagues.

— Alum, Government Sector



## Learn from Experts in Science and Practice

Our faculty bring academic rigor and applied expertise in psychology, leadership, and organizational change. Some are scientists advancing theory and research. Others are practitioners applying insights directly in organizations. Many are scholar-practitioners who bridge both. Together, they offer a learning experience that is a potent blend of cutting-edge research and practical, hands-on strategies.

You'll not only learn the "what" and "why" behind successful change but also the "how," guided by those who've done it themselves at the highest levels. This unique combination ensures a curriculum that is both academically rigorous and deeply relevant to the challenges executives face today.

## Key Features

- Intensive, immersive, and globally connected learning experience
- Designed for senior leaders balancing professional demands with development
- Cohort-based format fostering peer learning and long-term connections

## Beyond the Program

- 272+ alumni worldwide
- Continued access to faculty for personalized guidance and support
- Lifelong global network of change leaders

This program has experiential learning down to a science.

— Alum, Finance Sector

## Program Format

### Dates

- In-person in June, July, October, December and May
- Hybrid in January & March

### Location

- 3 weeks in New York City and 1 week in a dedicated conference center

### Investment

- Approximately \$105,000 USD

### Included in Tuition

- Books, materials, coaching, assessments, a cultural event in every module, one week's room & board at a conference center and meals in modules on campus

## Ready to Lead Change?

### Apply Today

- Priority consideration for early applicants
- Cohort size limited to ensure personalized learning



### Contact Information

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**Lead with insight • Expand your impact • Create what's next**