



Harvard Kennedy School Executive Education

2018 PROGRAM GUIDE



HARVARD Kennedy School

Executive Education

YOU'RE HERE TO MAKE A DIFFERENCE.™



You're here to gain new skills and perspectives.

As a leader in the public, nonprofit, or corporate sector, you want to shape policy and improve your organization. You seek to strengthen critical skills, transform your capabilities, and create a lasting network of new colleagues. At Harvard Kennedy School Executive Education you can, all in just a few extraordinary days. Here, you and your peers from around the world are immersed in a collaborative, creative, and inspiring environment led by renowned Harvard faculty and leading practitioners. Our programs challenge your fundamental assumptions and help you develop the skills necessary to enact real change. It's an experience that can't be duplicated anywhere else.

Our Academic Model

Executive Education emphasizes practical solutions for leaders. Our programs make extensive use of the case study method, enabling participants to explore new analytical frameworks and the latest research within a context of real-world executive decision making. Participants build skills through group interaction in case discussions, simulations, and team exercises, and have opportunities to apply what they learn directly to their current leadership challenges.

Our Faculty

Every program is led by Harvard University faculty members chosen for their expertise as well as their proven ability to teach senior executives. Many are scholar-practitioners actively engaged in shaping policy through consulting and advisory work with heads of organizations and governments.

Our Participants

Executive Education participants are accomplished leaders working in the public, corporate, and nonprofit sectors around the world. Our participants come from all backgrounds: elected legislators, ministers of government, senior executive civil servants, state governors, uniformed military officers, state and local administrators, police and fire chiefs, and top executives from corporate and nonprofit organizations. Admission to Executive Education programs is based on professional achievement and organizational responsibility.

A Lifelong Network

Our programs build lasting networks of leaders who share a common understanding and commitment to addressing public problems. The camaraderie that forms among participants during the intensive learning experience at Harvard Kennedy School becomes the basis for professional opportunities and friendships that last a lifetime. Many alumni report that these relationships become the most valuable legacy of their Executive Education experience.



Harvard Kennedy School brings together the best the world has to offer.

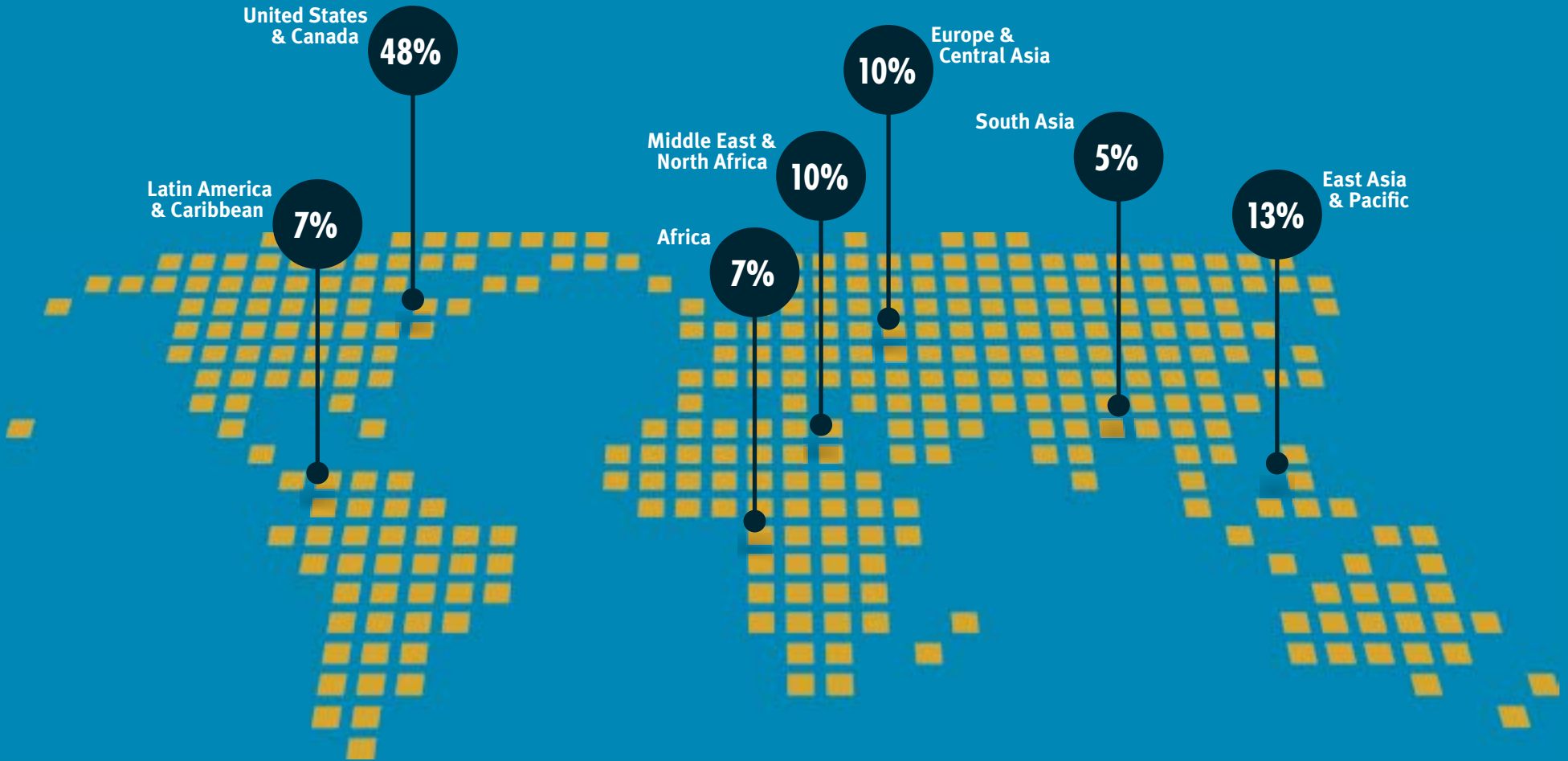
A historic campus located along the Charles River in Cambridge. The most comprehensive range of on-campus and online executive education programs in public leadership anywhere. And a vibrant learning environment comprising lectures, group exercises, and peer networking.

Beyond the classroom, immerse yourself in intellectual and cultural activities. Experience thought-provoking forums with world leaders and discussions with visiting policy experts.

| The Harvard Kennedy School experience challenged my beliefs and made this a transformational learning process from which I will benefit for years to come.

Don Ronyak, Deputy HR Director, Department of Revenue, State of Colorado , U.S.

OVER **3,800** EXECUTIVE EDUCATION PARTICIPANTS ANNUALLY WITH **54%** FROM OUTSIDE THE U.S.



Executive Education offers more than 35 open enrollment programs a year, most just one week or less. Whether you're a leader in the public, nonprofit, or corporate sector, there is a program—or programs—right for you.

**Which kind
of leader
are you?
Select your sector.**

U.S. FEDERAL GOVERNMENT

These programs help elected, appointed, and career government officials as well as senior managers in nonprofit and corporate organizations working closely with government agencies to deepen their ability to think broadly, sharpen critical skill sets, and generate ideas to solve the most challenging public problems.

NATIONAL/INTERNATIONAL SECURITY & DEFENSE

These programs enable senior executives in national/international security and defense to deepen their understanding of security issues, exercise their evaluation and decision-making abilities, and sharpen the personal skills necessary to work successfully within a group.

STATE & LOCAL GOVERNMENTS

Covering topics from leadership to cooperative governance, these programs use a unique balance of traditional and hands-on learning experiences to help senior public officials meet the changing needs of their constituents and the growing demands of their communities.

INTERNATIONAL GOVERNMENTS

The world needs leaders who can work with disparate stakeholders in contested arenas across geopolitical, economic, and cultural boundaries. These global-centric programs focus on building a participant's technical and policy expertise while providing leadership skills and strategies to effect change within existing policy frameworks.

NONPROFIT & NON-GOVERNMENTAL ORGANIZATIONS

With topics ranging from strategic management to performance measurement, these programs focus on helping results-driven organizations better accomplish their missions. Participants can create greater impact immediately at their institutions by applying a program's concepts, techniques, and faculty feedback directly to their work.

INTERGOVERNMENTAL & MULTILATERAL ORGANIZATIONS

These programs help participants develop the critical leadership, negotiation, and decision-making skills needed to navigate geographic, political, and economic complexities, and find collaborative solutions. Focus is given to new policy approaches that advance the public interest in a dynamic global environment.

CORPORATE

Successful leadership requires specific skills in decision making, negotiation, and strategic management. These programs enhance the capacity of senior corporate leaders, giving emphasis to creating innovative solutions to public problems through collaboration across sectors and jurisdictions.



Find the program right for you.

**U.S.
Federal
Government**



**National/
International
Security and
Defense**



**State & Local
Governments**



**International
Governments**



**Nonprofit &
Nongovernmental
Organizations**



**Intergovernmental
& Multilateral
Organizations**



Corporate



Applying Behavioral Insights to the Design of Public Policy

Offered in October

Faculty Chair: Brigitte Madrian

A cutting-edge program examining how behavioral science can shape public policy. Taught by leading scholars in decision science and behavioral economics from across Harvard University, the curriculum explores behaviorally informed policy tools such as defaults, active choice, social norms, framing, and choice architecture.

Participants learn how to determine in which scenarios behavioral insights tools are best used and how to apply these insights to craft innovative, cost-effective solutions to public policy challenges.

Participants:

Leaders involved in policymaking, from government, nonprofit, civil society, and the corporate sector



Art and Practice of Leadership Development: A Master Class for Professional Trainers, Educators, and Consultants

Offered in May

Faculty Chair: Ron Heifetz

A spirited workshop designed to engage leadership development professionals, including consultants, teachers, and trainers. This program challenges fundamental assumptions about leadership and explores what it takes to be a more effective teacher. The curriculum extends beyond conventional notions, revealing profound and powerful concepts, skills, and frameworks for diagnosing and analyzing key challenges. Participants consult and receive consultations in small groups about dilemmas that they face in their own work.

Participants:

Leadership development professionals and consultants working in academic institutions, businesses, nonprofit organizations, and communities



Climate Change and Energy: Policymaking for the Long Term

Offered in October

Faculty Chair: Robert Stavins

Global climate change presents world leaders with a major challenge. How to meet this challenge is the subject of this cutting-edge program. Participants will gain deep insight into the design and implementation of subnational, national, and international policies to address climate change—and closely related aspects of energy production and use. Interaction with leading experts in the natural sciences, economics, and other fields, as well as peers from around the world, provides an unparalleled engagement opportunity.

Participants:

Senior managers in government and executives in the corporate and nonprofit sectors who are involved with, responsible for, or interested in energy and climate change policy; senior analysts and managers of public affairs in businesses and NGOs seeking to better understand climate change and related energy policies



Comparative Tax Policy and Administration

Offered in August

Faculty Chair: Jay Rosengard

Brings together high-level practitioners from government, academia, and the corporate sector to examine the latest developments in the design and implementation of tax systems around the world. The program provides participants with practical tools along with detailed examples of their application to help formulate the most appropriate tax policies and tax administration for their particular environments.

Participants:

Senior managers in government and corporate leaders who specialize in tax policy design and implementation; scholars and researchers in the field of tax policy and tax administration



COLOR-CODED KEY REFLECTS RECOMMENDED PARTICIPANT MIX:

● U.S. Federal Government ● Nat'l/Int'l Security & Defense ● State & Local Governments ● International Governments ● Nonprofit/NGO ● Intergovernmental & Multilateral Orgs ● Corporate



A Course in Exponential Fundraising

Offered in September
Faculty Chair: Jennifer McCrea

A yearlong engagement—three components, two of which are in residence in Cambridge—designed to introduce nonprofit leaders to a new model of fundraising that is more connective, co-creative, and resource rich. The curriculum offers new tactics for developing a collaborative, partnership-based approach to fundraising—a strategy that is transformational for nonprofit leaders, their partners, and their entire organizations. The program provides tremendous peer and faculty engagement as well as a personalized roadmap for implementing new organizational practices.

Participants:

Nonprofit CEOs, executive directors, chief development officers, board chairmen and senior members, and philanthropists



Creating Collaborative Solutions: Innovations in Governance

Offered in October
Faculty Chair: Mark Moore

Designed to help senior managers in the public, nonprofit, and corporate sectors think about new ways of working together across traditional political and organizational boundaries in order to solve complex public problems. Topics include strategic management in the public sector, adaptive leadership, principled negotiation, and political innovation. As part of the curriculum, participants identify a project or challenge from their current environment to work on during the program.

Participants:

Senior leaders in government serving at all levels who work across sectors and jurisdictions; senior leaders in the corporate and nonprofit sectors who work with the government



| My time at Harvard has made me a different professional, teaching me the importance of quality public service, especially in small countries like Honduras. Marlon Tabora,

Honduras' Ambassador to the U.S., Honduras

Crisis Leadership in Higher Education

Offered in March

Faculty Chairs: James Honan and Herman “Dutch” Leonard

Presented jointly by the Harvard Graduate School of Education and Harvard Kennedy School, this program is designed to help college and university presidents, their senior leadership teams, and other campus administrators successfully manage, survive, and recover from unexpected events. Faculty experts in crisis leadership guide participants through a variety of concepts and scenarios, examining practical challenges. The program identifies communication strategies and reviews techniques and protocols that can be tailored to a wide range of institutional circumstances.

Participants:

College and university presidents, chancellors, provosts, vice presidents, deans, and other senior-level administrators responsible for crisis planning, communication, and external relations



A Cutting Edge of Development Thinking

Offered in February

Faculty Chairs: Ricardo Hausmann and Lant Pritchett

Presented in collaboration with the Center for International Development at Harvard University, this program examines the latest development thinking and research, and how these findings can inform the strategic and tactical decisions of senior officials leading development institutions and government agencies. The curriculum provides an in-depth discussion of the issues facing development practitioners and provides tools to help them design and implement policy. Participants will have the opportunity to engage in discussions and interactive sessions about how to remake development organizations.

Participants:

Senior-level economists affiliated with development banks and other international organizations, as well as chief economists and those working in ministries of finance



Cybersecurity: The Intersection of Policy and Technology

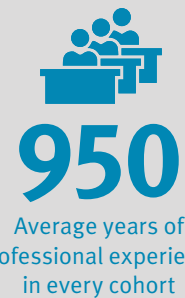
Offered in January and July

Faculty Chair: Jim Waldo

Brings together senior policymakers and technologists to examine the challenges cyberspace is presenting to the security of critical infrastructure around the world and the importance of formulating strategies to address network-based intrusions. Participants will enhance their ability to identify, evaluate, and respond to current and emerging cyberthreats, develop frameworks for the design of both cybersecurity policy and technology, and explore innovations in the use of big data and intelligence-driven security.

Participants:

Senior leaders in government, military, and the corporate sector who are involved in the oversight of technology and creation of policy, as well as legal experts focusing on issues of cybersecurity; no computer science background is required to apply



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New**Digital Transformation in Government: Innovating Public Policy & Service****Offered in February****Faculty Chair: David Eaves**

Provides a framework for understanding the digital world and the tools to create a roadmap for your organization. Participants will gain the skills needed to make the transition to a digital-first paradigm; explore the impact of digital technologies on regulation, policy, and service provision; and uncover methodologies for rethinking strategic planning and operations in an ever-changing environment.

Participants:

A broad range of managers, policymakers, senior executives, and technology experts from around the world who play strategic decision-making roles in public, corporate, international, and nongovernmental organizations

**Driving Government Performance: Leadership Strategies that Produce Results****Offered in March and September****Faculty Chair: Bob Behn**

Provides public executives from around the world with the intellectual framework, tactical knowledge, and practical skills for responding creatively and effectively to performance challenges. The program is specifically designed for leaders who recognize the need to improve the performance of their agency or nongovernmental organization that delivers public services. Participants engage in vigorous discussions of the challenges of performance leadership, examine proven leadership strategies, and complete an exercise to apply lessons and strategies learned to their specific organizations and agencies.

Participants:

Senior managers serving in federal, state, and local governments who have leadership responsibilities; executives in nonprofits and nongovernmental organizations that deliver public services

**Emerging Leaders****Offered in June and November****Faculty Chairs: Elaine Kamarck and Christopher Robichaud**

Aimed at expanding the capacity of the next generation of leaders, this program is designed in three parts: skill building, integrated communications, and policy analysis. Through the use of a unique simulation tool created by Harvard faculty specifically for this program, participants will confront and diagnose a crisis and develop cooperative strategies to advance their own solutions. Case studies, group discussion teams, and experiential exercises contribute to a unique and collaborative learning environment.

Participants:

Government managers; executives of political, public interest, and nongovernmental organizations from developing, newly industrialized, and transitional countries who have 5–15 years of professional experience

**Global Change Agents: Crossing Boundaries, Building Bridges, and Leading Change****Offered in May****Faculty Chair: Dean Williams**

Provides a stimulating, collaborative forum for leaders around the world to think more deeply and systematically about their own practice of leadership. The curriculum explores deeply held assumptions and beliefs about leadership, power, authority, and change. Participants will develop their capabilities to operate in zones of uncertainty, and inspire others to navigate today's unpredictable landscape while tackling the problematic boundary work of change.

Participants:

Leaders in government, nonprofit, nongovernmental, and corporate organizations who wish to build their leadership capacity and become dynamic change agents



| I gained a greater understanding of the simplicity, quality of thought, and innovation that is so critical to institutions in the growing and dynamic countries of the Asia and Pacific regions. Sonia Chand Sandhu, Senior Advisor to the VP, Asian Development Bank, Philippines

Infrastructure in a Market Economy: Public-Private Partnerships in a Changing World

Offered in July
Faculty Chair: Akash Deep

Designed to help officials from the public and corporate sectors develop public-private partnerships in infrastructure that are technically defensible, economically feasible, and politically acceptable. The program helps participants gain experience building and maintaining political support, corporate finance and public management, and regulatory strategies. The curriculum includes numerous cases drawn from a variety of infrastructure initiatives in both industrialized and industrializing countries.

Participants: Senior managers in government and corporate executives from both industrialized and newly industrialized countries involved in developing, managing, and financing public-private partnerships in infrastructure



Investment Decisions and Behavioral Finance: Identifying and Capitalizing on Irrational Investment Practices

Offered in November
Faculty Chairs: Richard Zeckhauser and Arnold Wood

Explores a revolutionary science for investment decision making—behavioral finance. The curriculum is designed to help participants understand the common biases and irrational investment practices that significantly influence the behavior of financial markets and produce suboptimal outcomes for investors. Participants learn the central principles and latest findings of the psychology of decision making under conditions of risk and uncertainty, with attention given to practical applications for those responsible for managing assets and constructing portfolios for investment clients.

Participants: Corporate executives in the investment community, including investment company presidents, chief investment officers, investment strategists, portfolio and fund managers, pension plan executives, and corporate investors



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Leaders in Development: Managing Change in a Dynamic World

Offered in June

Faculty Chair: **Matt Andrews**

Designed for senior leaders whose responsibilities place them at the center of complex economic, political, and social challenges. The program helps participants gain the knowledge and skills to plan, introduce, and sustain major policy and institutional change as well as examine ways to strengthen representative politics and manage the challenge of globalization. Topics include strategic management, authentic leadership, negotiation, coalition building, persuasion, and leading in crises.

Participants:

Senior managers in government, policymakers, executives of political and public interest organizations, and leaders of nongovernmental and corporations from developing, newly industrialized, and transitional economies



Leadership Decision Making: Optimizing Organizational Performance

Offered in February, June,
and October

Faculty Chair: **Jennifer S. Lerner**

Grounded in theories and evidence from psychology, behavioral economics, and neuroscience, this program teaches participants how to design better decision environments—ones that reduce bias and inaccuracy—making organizations smarter. Through seminars, cases, and decision exercises, scientific discoveries are translated into practical strategies in order to answer tough questions, improve the accuracy of estimates, and structure effective negotiations. Participants complete a professional assessment in the Harvard Decision Science Laboratory and receive individualized feedback surrounding their biases, attitudes toward risk, and other personal traits that can sharpen decision making.

Participants:

Senior managers in government and the military as well as nonprofit and corporate executives



Leadership for the 21st Century: Chaos, Conflict, and Courage

Offered in February and September
Faculty Chair: **Timothy O'Brien**

A provocative program that introduces a set of conceptual frameworks designed to challenge fundamental assumptions about how to courageously and effectively exercise leadership and authority during difficult times. Through a unique teaching model, the class will examine issues like creating and claiming value, understanding the relationship between leadership and authority, exerting influence, and managing the individual and institutional dynamics of change. Participants will experience a personal, stimulating, and challenging week reflecting on their deepest-held assumptions and most strongly held values.

Participants:

Managers in government and executives in the corporate and nonprofit sectors who wish to better understand the personal aspects of leadership and improve their capacity to lead



Leadership in Crises: Preparation and Performance

Offered in April

Faculty Chairs: Arnold Howitt and Herman “Dutch” Leonard

Designed to help senior managers work with their peers across sectors to best position themselves and their organizations to successfully prepare for, manage, survive, and recover from the unexpected. This program examines and assesses crisis responses from real-life situations to help build a wide range of strategic, communication, and personal skills that will promote successful outcomes.

Participants:

Senior managers in government and executives in the corporate and nonprofit sectors responsible for disaster management planning and/or those who may be called upon to assume a decision-making role during a crisis in their city, state, country, company, or organization



Leadership, Organizing and Action: Leading Change (Online Program)

Starting in February

Faculty Chair: Marshall Ganz

This 14-week program is designed to help leaders of civic associations, advocacy groups, and social movements learn how to organize communities that can mobilize their resources in order to achieve real change. Participants will interact with their peers from around the world engaged in similar efforts as well as partake in an organizing project.

Participants:

Global leaders of civic, social, and political organizations who are conducting real-life organizing projects that support their organizations' ongoing work



Leading Economic Growth

Offered in May

Faculty Chairs: Matt Andrews and Ricardo Hausmann

Presented in collaboration with the Center for International Development (CID) at Harvard University, this program brings together leading experts in economic development with practitioners from around the globe to focus on practical approaches to shared growth and development. The program provides a framework for understanding economic growth as well as sophisticated tools for diagnosis and decision making. Participants will examine constraints on the growth process, identify ways to build coordinating capacity through collaborative networks, and learn ways to make informed decisions about diversification and targeted investments. Along with CID researchers, participants will have the opportunity to work on a country-specific project using the tools and theories introduced during the week.

Participants:

Senior leaders in all sectors who have active roles in promoting economic activity, including government officials, executives from multinational and national corporations, and program officers from multilateral institutions



Leading Nonviolent Movements for Social Progress (Online Program)

Starting in October

Faculty Chair: Douglas A. Johnson

This five-week online program offers a unique learning opportunity for those engaged in nonviolent social movements. The curriculum emphasizes conceptual frameworks for effective leadership through learning modules focused on building collaboration and strengthening leadership teams' strategic capacity, tactical flexibility and innovation, and negotiation. Highly interactive, this program will challenge participants to think strategically and help develop the skills necessary to lead a successful campaign.

Participants:

Global leaders of civic, social, and nongovernmental organizations who are leading social change projects



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Leading Successful Programs: Using Evidence to Assess Effectiveness

Offered in April
**Faculty Chairs: Dan Levy
and Julie Wilson**

Challenges managers to rethink the goals of their programs and reassess how to gather and use data to determine their effectiveness. The curriculum covers key methods of evaluating a program's impact and when each should be used. Many types of evaluations are considered (including design, process, and impact), with focus given to methodologies that help managers provide better leadership and make more effective decisions for their programs. Case studies will examine a range of program areas including education, health, and early childhood development.

Participants:
Senior managers in government and nonprofit organizations seeking strong, practical tools for designing, assessing, and implementing programs and program evaluation strategies



Mastering Negotiation: Building Agreements Across Boundaries

Offered in April
**Faculty Chairs: Brian Mandell
and Kessely Hong**

Addresses the challenges of building working relationships across cultures, sectors, and organizations by going beyond basic negotiation skills training. This program examines the effects of both social and organizational culture on negotiation while at the same time helping participants develop the adaptive techniques needed to translate their skills and experience to novel settings.

Participants:
Senior managers in government and corporate and nonprofit executives responsible for leading negotiations; intended for people who have some practice in negotiation in a professional context or who have taken a negotiations course in the past



Mastering Trade Policy: Understanding and Acting in Today's Economy

Offered in August
Faculty Chair: Robert Lawrence

Provides trade practitioners at all levels the opportunity to analyze and discuss the formulation, negotiation, and implementation of effective policies and practices in the field of trade. Participants will improve their understanding of concepts in international trade economics and institutional analysis. State-of-the-art negotiation training as well as interactive and candid video conferences with senior officials from around the world create a unique and collaborative learning environment.

Participants:
Government officials at all levels as well as corporate and nonprofit professionals who have active roles developing and implementing trade policy



Mobilizing Your Nonprofit Board *(Online Program)*

Starting in March
Faculty Chair: William Ryan

This online program is designed to help executives of nonprofit and nongovernmental organizations engage their boards in more meaningful and consequential work that produces greater value for their organizations. Organized around a conceptual framework for overcoming the “micro-governing” that so often leads to low-value, high-maintenance boards, the program will help participants understand how both boards and executives can reframe their work to support more effective governance.

Participants:
Executives in nonprofit and nongovernmental organizations who have active roles in managing their boards



Nonprofit Financial Stewardship: Concepts and Techniques for Strategic Management *(Online Program)*

Starting in October
Faculty Chair: James Honan

This online program helps leaders of nonprofit and nongovernmental organizations understand the tools, techniques, and concepts of good financial management. The program represents a unique online learning opportunity for participants to improve their financial literacy and gain the skills and tools necessary to make sound decisions. The curriculum focuses on four areas: mission, money, and impact; understanding financial statements; tools, frameworks, and concepts in financial management; and budgeting and resource allocation.

Participants:
 Executives of nonprofit and nongovernmental organizations from around the world



Performance Measurement for Effective Management of Nonprofit Organizations

Offered in May
Faculty Chairs: Julie Wilson and Herman “Dutch” Leonard

Presented jointly by the Harvard Business School Social Enterprise Initiative and Harvard Kennedy School, this program provides leaders of nonprofit organizations with the knowledge and skills to develop and implement performance measures that will help them achieve their missions. Participants will explore the impact of measurement on resource allocation, organizational learning, internal processes, and internal and external accountability.

Participants:
 Senior executives and board members of nonprofit and nongovernmental organizations around the world, including C-level executives, board chairs, and directors



The lively discussions between professionals from both the public and private sectors, combined with the lectures, diversification, and deep knowledge of my fellow participants, created a learning opportunity like no other. Tanya Kramer, Head: Tax and Fiduciary, Investec Wealth and Investment, South Africa

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- U.S. Federal Government
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Public Financial Management in a Changing World

Offered in January

Faculty Chair: Matt Andrews

Offers a rigorous, evidence-based approach to public financial management by examining the challenges associated with successful systemic reform. The curriculum offers an in-depth look at the current landscape of public financial management that goes beyond the numbers, presenting case studies that focus on qualitative stories of reform in action, and enabling participants to discuss what they have learned as well as identify how these reforms can best be implemented.

Participants:

Senior managers in government charged with implementing reforms in their countries, including those responsible for budgets, audits, and financial controls in ministries of finance and line agencies as well as legislative branches of government; also corporate consultants and members of international organizations



Rethinking Financial Inclusion: Innovation for Policy and Practice

Offered in October

Faculty Chair: Asim Ijaz Khwaja

Presented in collaboration with the Evidence for Policy Design (EPoD) program at Harvard Kennedy School, this program explores frontier issues in finance for the underserved. Combining an evidence-based approach with theoretical insights, the curriculum looks at the changing landscape of finance, examine client needs, and introduce a toolkit for designing financial products that will satisfy them. A wide range of financial services will be covered, focusing on the needs that they address, discussing the design challenges they pose, and incorporating evidence and insights from their various contexts.

Participants:

Practitioners, government officials, and development bank representatives involved in financial inclusion and regulatory oversight as well as bilateral and multilateral donor agencies, corporate donors, and investors



Senior Executive Fellows

Offered in January, April, October; additional session now offered in June
 Faculty Chair: Dana Born

The preeminent professional development program for managers seeking to advance to executive leadership positions, this course sharpens the critical skills necessary for impactful and authentic leadership. Participants will have the rare opportunity to learn and interact with Harvard faculty while developing deep relationships with their diverse cohort of peers. Set in the context of the U.S. political and historical environment, the curriculum focuses on skill development in the areas of negotiation, persuasion, problem resolution, and decision making, and incorporates OPM’s Executive Core Qualifications (ECQs) for Senior Executive Service (SES).

Participants:

U.S. Federal Government managers at the GS-14 and GS-15 level and military officers at the O-5 and O-6 level; international, multilateral, and corporate managers looking to move to the executive leadership level



Senior Executives in National and International Security

Offered in August and December
 Faculty Chair: Maj. Gen. William E. Rapp, Retired

Brings together world-class experts and an outstanding curriculum to give senior national security leaders a unique opportunity to deepen their understanding of the most pressing national and international security challenges facing our world today. The program provides participants with a forum to exercise evaluation and decision-making skills among a group of peers, while contributing their own ideas and perspectives. The curriculum encompasses topics such as security policy analysis, negotiation, and regional and transnational threats, to include global terrorism and cybersecurity.

Participants:

General and flag officers and civilian leaders from defense agencies, the U.S. State Department, the intelligence community, Capitol Hill, and foreign governments



Senior Executives in State and Local Government

Offered in June and July
 Faculty Chair: David King

Designed to help senior leaders serving in state and local governments meet the changing needs of their constituents and communities. The curriculum focuses on leadership, cooperative governance, decision making, public-private partnerships, fiscal economics, and negotiation. Participants benefit from an open classroom environment, which serves as a forum for raising difficult issues and practicing the skill of creating and maintaining a conversation that leads to change.

Participants:

All senior-level managers serving in or working with state and local governments, including government officials, elected officeholders, and executives of nonprofit organizations, foundations, and national associations



Senior Managers in Government

Offered in July
 Faculty Chair: Roger Porter

Provides public officials serving at the most senior levels of government with an exclusive opportunity for professional enrichment. Taught by leading scholars and practitioners in government, law, education, and business, the program focuses on policy development, political strategy, performance management, organizational design, negotiation, persuasion, and leadership. Participants will deepen their ability to think broadly, sharpen critical skill sets, and gain the tools necessary to address complex public challenges. The cohort will return home with a lasting network of new peers whom they can call on for support.

Participants:

Elected, appointed, and senior career officials in the Senior Executive Service; senior congressional staffers; and their military and international counterparts



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Strategic Management of Regulatory and Enforcement Agencies

Offered in March and September
Faculty Chair: Malcolm Sparrow

Explores the distinctive strategic and managerial challenges of leaders of regulatory and enforcement agencies, focusing on issues of social regulation as well as the operations and management of these agencies. The curriculum covers key topics such as strategic management, the role of enforcement, emerging compliance strategies, organizational structure, performance management, and information and analytic support.

Participants:

Senior federal, state, and municipal policymakers and enforcement officials who oversee, support, or run organizations that have significant regulatory or enforcement components



New

Strategies for Building and Leading Diverse Organizations

Offered in September
Faculty Chair: Robert Livingston

Examines effective diversity strategies that both improve organizational effectiveness and build strong relationships with diverse populations. Participants will gain a better understanding of the importance of diversity, how it can greatly improve their organization's impact, and the tools to create an effective organizational structure.

Participants:

Senior leaders in government at the national, state and local levels; corporate executives including C-level, vice president, and director; nonprofit and NGO leaders; public safety, security, and military officials



Women and Power

Offered in April
Faculty Chair: Hannah Bowles

A truly transformational experience, this program enables women leaders to step out of their daily lives and reflect upon their own personal and professional journeys. The curriculum focuses on strategies for women's leadership advancement and is led by unparalleled faculty at the forefront of gender, leadership, and diversity studies. Participants also gain a new personal network of accomplished women in leadership from around the world working in a variety of sectors.

Participants:

Senior executive women in the public, nonprofit, and corporate sectors, including C-level officers, presidents, vice presidents, and board chairs, as well as nonprofit board members



| I learned new approaches for overcoming the unique challenges of my country, and those shared with countries all over the world. It is by far the most relevant program I have ever attended.

Samuel Mclord Chekpeche, Principal Economist, Ministry of Finance, Ghana



49,864

HKS Executive Education alumni



150

Harvard faculty who teach in HKS executive programs



45

Alumni who have received an executive certificate



122

Ministers who have attended an executive program



6

Alumni who are four-star U.S. Air Force generals

PROGRAM CALENDAR

Faculty and program dates subject to change. Please visit www.hks.harvard.edu/executive-education for the latest information.

	JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
Applying Behavioral Insights to the Design of Public Policy*												
Art and Practice of Leadership Development*												
Climate Change and Energy*												
Comparative Tax Policy and Administration*												
A Course in Exponential Fundraising												
Creating Collaborative Solutions*												
Crisis Leadership in Higher Education*												
A Cutting Edge of Development Thinking*												
Cybersecurity*												
Digital Transformation in Government												
Driving Government Performance*												
Emerging Leaders*												
Global Change Agents*												
Infrastructure in a Market Economy*												
Investment Decisions and Behavioral Finance												
Leaders in Development												
Leadership Decision Making*												
Leadership for the 21st Century*												
Leadership in Crises*												
Leadership, Organizing and Action (online)												
Leading Economic Growth*												
Leading Nonviolent Movements for Social Progress (online)												
Leading Successful Programs*												
Mastering Negotiation*												
Mastering Trade Policy*												
Mobilizing Your Nonprofit Board (online)												
Nonprofit Financial Stewardship (online)												
Performance Measurement for Effective Management of Nonprofit Organizations*												
Public Financial Management in a Changing World												
Rethinking Financial Inclusion												
Senior Executive Fellows*												
Senior Executives in National and International Security*												
Senior Executives in State and Local Government												
Senior Managers in Government*												
Strategic Management of Regulatory and Enforcement Agencies*												
Strategies for Building and Leading Diverse Organizations*												
Women and Power*												

*Harvard Kennedy School has evaluated the curriculum of these executive programs and determined alignment with the U.S. Federal OPM's Executive Core Qualifications. Visit www.hks.harvard.edu/ee/ecq for more information.

BEHAVIORAL ECONOMICS

- Applying Behavioral Insights to the Design of Public Policy
- Investment Decisions and Behavioral Finance
- Leadership Decision Making

CRISIS MANAGEMENT

- Crisis Leadership in Higher Education • Leadership in Crises

DECISION MAKING & NEGOTIATION

- Applying Behavioral Insights to the Design of Public Policy
- Crisis Leadership in Higher Education • Emerging Leaders
- Investment Decisions and Behavioral Finance • Leaders in Development • Leadership Decision Making • Leadership in Crises • Mastering Negotiation • Mastering Trade Policy • Senior Executive Fellows • Senior Executives in National and International Security • Senior Executives in State and Local Government
- Senior Managers in Government • Women and Power

ECONOMIC DEVELOPMENT

- Climate Change and Energy • Comparative Tax Policy and Administration • A Cutting Edge of Development Thinking
- Infrastructure in a Market Economy • Leaders in Development
- Leading Economic Growth • Leading Successful Social Programs • Mastering Trade Policy • Public Financial Management • Rethinking Financial Inclusion

ENVIRONMENT & ENERGY

- Climate Change and Energy

FINANCIAL MANAGEMENT

- Comparative Tax Policy and Administration • A Course in Exponential Fundraising • Infrastructure in a Market Economy
- Investment Decisions and Behavioral Finance • Nonprofit Financial Stewardship • Public Financial Management
- Rethinking Financial Inclusion

INFRASTRUCTURE

- Cybersecurity • Digital Transformation in Government
- Infrastructure in a Market Economy

INNOVATION

- Applying Behavioral Insights to the Design of Public Policy
- Comparative Tax Policy and Administration • Creating Collaborative Solutions • A Cutting Edge of Development Thinking • Digital Transformation in Government • Emerging Leaders • Global Change Agents • Leading Economic Growth
- Rethinking Financial Inclusion • Strategic Management of Regulatory and Enforcement Agencies

LEADERSHIP

- Art and Practice of Leadership Development • Creating Collaborative Solutions • Crisis Leadership in Higher Education
- Emerging Leaders • Global Change Agents • Leaders in Development • Leadership Decision Making • Leadership for the 21st Century • Leadership in Crises • Leadership, Organizing and Action • Leading Successful Social Programs • Senior Executive Fellows • Senior Executives in State and Local Government
- Strategies for Building and Leading Diverse Organizations
- Women and Power

NONPROFIT/SOCIAL ENTERPRISE

- A Course in Exponential Fundraising • Creating Collaborative Solutions • Global Change Agents • Leadership, Organizing and Action • Leading Nonviolent Movements for Social Progress
- Leading Successful Social Programs • Mobilizing Your Nonprofit Board • Nonprofit Financial Stewardship
- Performance Measurement for Effective Management of Nonprofit Organizations • Rethinking Financial Inclusion

PERFORMANCE MANAGEMENT

- Art and Practice of Leadership Development • Driving Government Performance • Leading Successful Social Programs
- Mobilizing Your Nonprofit Board • Performance Measurement for Effective Management of Nonprofit Organizations • Senior Executive Fellows • Senior Executives in State and Local Government • Senior Managers in Government • Strategic Management of Regulatory and Enforcement Agencies
- Strategies for Building and Leading Diverse Organizations

PUBLIC MANAGEMENT

- Applying Behavioral Insights to the Design of Public Policy
- Comparative Tax Policy and Administration • Creating Collaborative Solutions • Digital Transformation in Government
- Driving Government Performance • Emerging Leaders • Global Change Agents • Infrastructure in a Market Economy • Leaders in Development • Leadership in Crises • Mastering Negotiation
- Mastering Trade Policy • Public Financial Management
- Senior Executive Fellows • Senior Executives in National and International Security • Senior Executives in State and Local Government • Senior Managers in Government • Strategic Management of Regulatory and Enforcement Agencies
- Strategies for Building and Leading Diverse Organizations

PUBLIC POLICY

- Applying Behavioral Insights to the Design of Public Policy
- Climate Change and Energy • Comparative Tax Policy and Administration • A Cutting Edge of Development Thinking
- Cybersecurity • Infrastructure in a Market Economy • Leading Economic Growth • Mastering Trade Policy • Public Financial Management • Rethinking Financial Inclusion • Senior Executive Fellows • Senior Executives in National and International Security • Strategic Management of Regulatory and Enforcement Agencies

REGULATION

- Climate Change and Energy • Comparative Tax Policy and Administration • Cybersecurity • Infrastructure in a Market Economy • Mastering Trade Policy • Public Financial Management • Senior Executive Fellows • Strategic Management of Regulatory and Enforcement Agencies

SECURITY

- Crisis Leadership in Higher Education • Cybersecurity
- Leadership in Crises • Senior Executives in National and International Security

TECHNOLOGY

- Cybersecurity • Digital Transformation in Government



CUSTOM PROGRAMS

Harvard Kennedy School Executive Education offers custom programs for sponsoring organizations around the world. These programs are carefully designed in close collaboration with the organization to meet the specific training needs and professional development goals of their employees, clients, or networks. Programs focus on skills training in leadership, decision making and negotiation, or zero in on a specific policy issue salient to the client. All custom programs are led by expert Harvard faculty who bring high-level curricula and team-based experiential learning in the form of exercises and simulations to address the unique challenges facing today's senior leaders.

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2. Executive Certificate, Concentration in Economic Development
3. Executive Certificate, Concentration in Nonprofit Leadership

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| The time I spent at Harvard Kennedy School was an immersive and intellectually challenging experience. The faculty provided valuable lessons in leadership, and my classmates left me with lifelong friendships around the globe.

Ali E. Qureshi, Former Senior Deputy,
Chief Administrative Officer, U.S. House of Representatives, United States



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79 JFK Street

Cambridge, MA 02138 USA

Phone: +1-617-496-9000

Email: exed@hks.harvard.edu

