

**CREATING COLLABORATIVE SOLUTIONS:
INNOVATIONS IN GOVERNANCE**



HARVARD Kennedy School
Executive Education

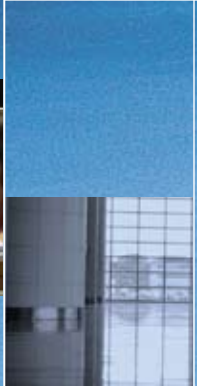
THE FACULTY CO-CHAIRS



Mark H. Moore is Hauser Professor of Nonprofit Organizations and Faculty Chair of the Hauser Center for Nonprofit Organizations. He was the founding chairman of Harvard Kennedy School's Committee on Executive Education programs and served in that role for over a decade. His research interests are public management and leadership, civil society and community mobilization, and criminal justice policy and management. Moore's work focuses on the ways in which leaders of public organizations can engage communities in supporting and legitimatizing their work, as well as the role that value commitments play in enabling leadership in public sector enterprises.



Archon Fung is Ford Foundation Professor of Democracy and Citizenship. His research examines the impacts of civic participation, public deliberation, and transparency upon public and private governance. His *Empowered Participation: Reinventing Urban Democracy* examines two participatory democratic reform efforts in low-income Chicago neighborhoods. Current projects also examine initiatives in ecosystem management, toxics reduction, endangered species protection, local governance, and international labor standards. Fung received two SBs and a PhD from MIT.



THE PROGRAM

Throughout the world, savvy public leaders are scrambling to develop and transform the capacities of old institutions to deal with today's new realities. **Creating Collaborative Solutions: Innovations in Governance** highlights how their pathbreaking efforts are revealing creative ways for leaders in public, private, and nonprofit organizations to address new challenges—often reaching beyond government to incorporate institutions from other sectors in entirely new governance structures.

The skills needed to create these new arrangements are not traditionally used to run top-down organizations. Rather, they are the skills that social entrepreneurs use to marshal diverse resources beyond their direct control. During this intensive program, you will explore new modes of working across traditional jurisdictions and sectors to identify, comprehend, and address emerging social problems.

The **Creating Collaborative Solutions** program seeks to develop the ability of participants to engage in new methods of problem solving through collaborative leadership. Topics include:

- **Strategic Management in the Public Sector:** Creating “public value propositions” that command legitimacy and support from a variety of stakeholders.
- **Adaptive Leadership:** Anticipating, embracing, and shaping change, to mobilize the full resources of a community to deal with the problems it faces.
- **Public Sector Innovation:** Developing new operational methods and governance arrangements that can increase the capacity of a society to deal with both emergent and intransigent problems.
- **Principled Negotiation:** Going beyond positional bargaining to build strong, resilient relationships with key partners.
- **Political Innovation:** Finding new ways to identify and engage stakeholders in order to better define problems and identify and build support for effective solutions.



THE CURRICULUM

At the heart of each participant's learning experience is an individual real-world project. Participants identify a project or challenge from their current environment to work on during the program. Small group sessions are focused on participants' own projects. Participants meet with colleagues and faculty members to develop strategies for their projects based on feedback and insights.

The program curriculum focuses on six areas:

- Strategy
- Management innovation
- Leading without authority

- Negotiation
- Partnerships
- Political innovation

The program will employ the case study method pioneered at Harvard. Case teaching begins with an account of a specific real-world situation and works through a rigorous examination of that experience. Through analysis of the experience and interactive discussion about the critical choices made by key players along the way, participants learn approaches they can use to understand and act effectively in the concrete situations they face in their work.

ABOUT THE ASH INSTITUTE

The **Creating Collaborative Solutions** program is based on the work of Harvard Kennedy School's Roy and Lila Ash Institute for Democratic Governance and Innovation. For two decades, through its research, publications, curriculum support, global network, and awards program, the Ash Institute has explored critical issues in democratic practice and effective governance. By engaging a broad global community of practitioners, generating research and curriculum materials, and highlighting exemplary government programs, the Institute serves as a crucible within which knowledge about innovations in governance can be developed, and as a catalyst for successfully addressing some of the world's most pressing concerns through the actions of its most resourceful leaders. More information about the Ash Institute can be found at www.ashinstitute.harvard.edu.



WHO SHOULD APPLY

Creating Collaborative Solutions is designed for leaders in the public, nonprofit, and private sectors who need to reach across typically separate spheres to build new structures that can produce significant, valuable change. The most critical qualification for the program is a record of entrepreneurial activity and accomplishment in creating public value. Applicants from outside the United States are encouraged to apply, but should note that the curriculum is U.S. based.

ADMISSIONS

Creating Collaborative Solutions: Innovations in Governance is an annual one-week program that takes place each October.

Please visit www.hks.harvard.edu/ee/css for details on program dates, application deadlines, tuition, and to apply for **Creating Collaborative Solutions**.

Early application is encouraged as qualified candidates are admitted on a rolling, space-available basis and programs often fill to capacity. Because of the interactive nature of this program, the number of participants is limited. Applications received after the deadline will be considered only if space remains in the class. Because the time required to obtain a visa can be lengthy, we encourage applicants from outside the United States to apply at least 12 weeks before the program start date.

Admission to the program will be made on a competitive basis and is based on professional achievement and organizational responsibility. No formal educational requirement is required, but fluency in reading and speaking English is a necessity for the program.



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www.hks.harvard.edu/ee/ccs

“Leadership and learning are
indispensable to each other.”

John F. Kennedy

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Archon Fung photo by Tanit Sakakini