

**LEADERS IN DEVELOPMENT:  
MANAGING CHANGE IN A DYNAMIC WORLD**



**HARVARD Kennedy School**  
*Executive Education*

## FACULTY CO-CHAIRS



**John W. Thomas** is Lecturer in Public Policy at Harvard Kennedy School. His research and teaching focus is on managing policy change in developing countries. With Merilee Grindle, he co-authored the award-winning book *Public Choices and Policy Change*. He has advised several countries in Africa and Asia on development policy and guided universities internationally on the establishment of public policy schools. He also has experience working in the NGO sector. He received his MPA and PhD from Harvard University.



**Matthew Andrews** is Assistant Professor of Public Policy at Harvard Kennedy School. His teaching and research interests focus on management in developing countries. He draws on experience from working in over twenty countries in this area. Andrews holds a PhD in Public Administration from the Maxwell School, Syracuse University.



## THE PROGRAM

**Leaders in Development** builds the transformational skills of leaders as their countries move toward more participatory political systems, more effective economies, and integration into a complex global economy.

Times of great change demand enlightened leadership. This is particularly true today in developing and newly industrialized countries, where leaders face an increasingly complex tapestry of economic, political, and social challenges in response to rapidly accelerating changes.

- » Globalization continues to be a central force driving change in expected and unexpected ways. Leaders must understand how global governance will affect their countries and organizations, develop the skills to thrive in international arenas, and manage the impact of global change, both positive and negative, on their countries.
- » Decentralization of decision-making authority is increasingly common. Leaders must understand how to build coalitions and negotiate across government, markets, civil society, and institutions.

- » Pressures for democratization and participation are increasing. Leaders must develop capacities to lead through consultative and participatory processes in order to work effectively with political parties, NGOs, interest groups, and other organizations in civil society.
- » Knowledge is expanding exponentially. Leaders must spend more time acquiring critical knowledge, and must guide their organizations in adapting new technologies and knowledge to improve performance and responsiveness to the needs of citizens.

In short, leaders are encountering arenas in which authority is more diffuse, issues are more complex, and knowledge and collaborative processes are more important than ever. These dynamics require new skills and a transformational style of leadership.



## CURRICULUM

**Leaders in Development** is designed for public leaders whose responsibilities place them at the center of today's complex issues. During the program, participants will:

- » Sharpen problem solving, analytic, and strategic action skills to help them plan, introduce, and sustain major policy and institutional reform.
- » Consider new ways to strengthen representative politics and market economies, and manage the challenges of globalization.
- » Share experiences with their counterparts in other countries in a collective search for effective responses to change.

Each day, participants prepare and discuss cases that highlight the difficult decision-making situations faced by leaders in countries in which major political and economic transitions are occurring. In small group and class sessions, they work together with faculty to analyze the economic, political, and organizational factors that surround such decisions. Participants also develop and present their own cases of situations that have taxed their leadership skills and called forth innovative solutions to difficult problems.

Participants return to their countries with enhanced understanding of the tasks of leadership in promoting change, greater knowledge of changes taking place internationally, and a renewed commitment to working with others to develop their societies.



## WHO SHOULD ATTEND

The program is intended for political leaders; senior-level policy makers and managers; executives of political and public interest organizations; and leaders of non-governmental organizations from developing, newly industrialized, and transitional countries. Participants are selected to reflect a broad range of leadership positions from the public, private, and non-governmental sectors. They are united in that they each hold positions of leadership, work in challenging political and economic environments, and have a desire to use their positions to promote equitable and sustainable change in their countries.

## ADMISSION

**Leaders in Development** is a two-week program offered each June at Harvard Kennedy School.

To apply for **Leaders in Development** or for details on program dates, application deadlines, and tuition, please visit [www.hks.harvard.edu/ee/lid](http://www.hks.harvard.edu/ee/lid).

Admission to the program is competitive and is based on professional achievement and organizational responsibility. Though there is no formal educational requirement, fluency in written and spoken English is a necessity for participation in the program.

Because of the interactive nature of this program, the number of participants is limited. Early application is encouraged as qualified candidates are admitted on a rolling, space-available basis and the program often fills quickly. Applications received after the deadline will be considered only if space remains in the class.



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“Leadership and learning are  
indispensable to each other.”

*John F. Kennedy*

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