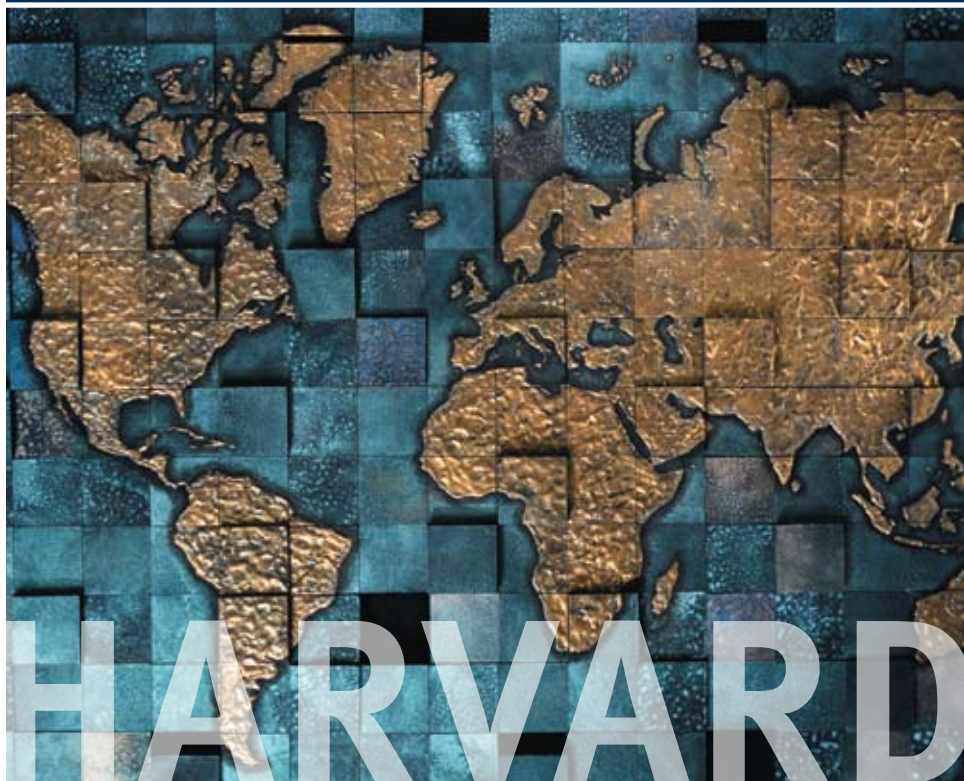


**LEADERS IN DEVELOPMENT:
MANAGING CHANGE IN A DYNAMIC WORLD**



HARVARD Kennedy School
Executive Education

FACULTY CHAIR



Matt Andrews is Assistant Professor of Public Policy at Harvard Kennedy School. His research focuses on management in developing countries and public sector reform, particularly participatory governance in developing and transitional governments. Specific emphasis lies on the informal institutional context of reform, as well as leadership structures within government-wide networks. This research developed out of his work in the provincial government of Kwa-Zulu Natal in South Africa and more recently from his tenure as a Public Sector Specialist working in the Europe and Central Asia Region of the World Bank. 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.



THE 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.

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.



HARVARD Kennedy School
Executive Education

www.hks.harvard.edu/ee/lid

“Leadership and learning are
indispensable to each other.”

John F. Kennedy

Executive Education Admissions
John F. Kennedy School of Government
Harvard University
79 JFK Street
Cambridge, MA 02138 USA
Phone: 617-496-0484
Fax: 617-495-3090
Email: hks_execed@harvard.edu



Mixed Sources

Product group from well-managed
forests, controlled sources and
recycled wood or fiber

Cert no. SW-COC-003383

www.fsc.org

© 1996 Forest Stewardship Council