

STRATEGIC MANAGEMENT FOR LEADERS OF NON-GOVERNMENTAL ORGANIZATIONS

A PROGRAM HELD IN ATHENS, GREECE, BY HARVARD KENNEDY SCHOOL



HARVARD Kennedy School

Executive Education

LEAD FACULTY



Christine Letts, Faculty Chair, the Senior Associate Dean for Executive Education and Rita E. Hauser Lecturer in the Practice of Philanthropy and Nonprofit Leadership at Harvard Kennedy School. Letts' research interests include high engagement philanthropy and the value exchange between nonprofits and funders. Letts is the faculty co-chair of the **Performance Measurement for Effective Management of Nonprofit Organizations** program and is faculty chair for a newly created online program for nonprofit and NGO leaders from the developing world called **Strategic Frameworks for Nonprofit Organizations**.



Brian S. Mandell is Senior Lecturer in Public Policy and Director of Harvard Kennedy School's Negotiation Project. His current teaching and research address the theory and practice of negotiation, emphasizing third-party facilitation and consensus building in domestic and international protracted policy disputes. A Pew Faculty Fellow and Senior Research Associate at Harvard Kennedy School's Belfer Center for Science and International Affairs, Mandell is the faculty chair of the Harvard Kennedy School Executive Education program **Mastering Negotiation**.



William P. Ryan is a research fellow at the Hauser Center for Nonprofit Organizations at Harvard University and a consultant to foundations and nonprofit organizations. His work, which focuses on nonprofit organizational effectiveness, has explored how several forces shape the capacity of nonprofits to deliver on their missions. His publications include *Governance as Leadership: Reframing the Work of Nonprofit Boards* (John Wiley & Sons, 2005) with Richard P. Chait and Barbara E. Taylor, and *High Performance Nonprofit Organizations* (John Wiley & Sons, 1999) with Christine Letts and Allen Grossman.



THE PROGRAM

The **Strategic Management for Leaders of Non-Governmental Organizations** program gives NGO leaders the tools, perspectives, and frameworks needed to strengthen leadership of their organizations, engage constituent communities, and cultivate long-term partnerships. Through cutting edge research, case studies, and presentations tailored to the unique needs of NGOs, this program provides the skills NGO leaders need to develop and implement strategies to increase value for their community and constituents.

Strategic Management for Leaders of Non-Governmental Organizations is a designed and taught by Harvard faculty and researchers and offered in Athens, Greece, in collaboration with partners in the region.

Strategic Management for Leaders of Non-Governmental Organizations is offered by Harvard University's John F. Kennedy School of Government through its Executive Education programs and the Hauser Center for Nonprofit Organizations. The John F. Kennedy School of Government serves the public interest by preparing leaders for service to society through scholarship and collaboration that contributes to the solution of public problems.

- **Executive Education** programs at Harvard Kennedy School bring together today's public, private, and nonprofit leaders from around the globe to develop the skills they need to create value in solving society's most pressing problems.
- **The Hauser Center for Nonprofit Organizations** is a university-wide research center at Harvard University that pursues dispassionate research and education, promoting critical thinking about the importance, roles, and performance of civic organizations. While the name speaks specifically to the nonprofit sector, the Center's research has expanded over the years to include other organizations in civil society as well.

Each year the program has had different institutional partners that have provided tuition fellowships, sent cohorts of participants, or provided other significant material support to the program.



THE CURRICULUM

The program includes the following topics:

- The leadership challenge
- Strategic analysis and planning
- Partnership and collaboration
- Performance measurement and maintaining organizational focus
- Governance as leadership: harnessing the value of your board
- Accountability: beginning and developing a committed and engaged constituency
- Negotiation to create successful coalitions

For each topic, participants will be introduced to a set of frameworks in a case reading or discussion. Participants will then have the opportunity to consider its relevance for their organizations and discuss in small and large group settings.

This program includes a substantial amount of small group work, providing a valuable opportunity to form a network of partnerships among colleagues in regional nonprofit organizations.

THE LEARNING MODEL

The core of the Harvard Kennedy School teaching style is the case method, a tool pioneered at Harvard and used extensively in Harvard Kennedy School degree programs and Executive Education. Each case is a real-life situation that stimulates participants to think through problem-solving methods and possible solutions. By investigating the successes and failures of real people in real situations, participants draw lessons relevant to their own professional experiences and challenges.

The program is designed and taught by Harvard University faculty who have firsthand knowledge of the practical problems facing nonprofit executives and a deep understanding of the skills and knowledge needed to address those challenges. The program combines real world, practical experience with the latest research and theory to provide participants with a balanced and thorough assessment of policy challenges and solutions in the nonprofit environment.

“There is a huge demand for nonprofit executive education. Relative to other management education, it is a field that is still developing. Our goal is to bring the educational models we’ve developed to leaders worldwide, rather than only delivering these models in Cambridge.”

CHRISTINE LETTS, FACULTY CHAIR, SENIOR ASSOCIATE DEAN FOR EXECUTIVE EDUCATION, RITA E. HAUSER LECTURER IN THE PRACTICE OF PHILANTHROPY AND NONPROFIT LEADERSHIP



WHO SHOULD APPLY

Strategic Management for Leaders of Non-Governmental Organizations is designed for NGO leaders in Southeastern and Eastern Europe, the Eastern Mediterranean, and the Middle East regions who are committed to improving the performance of their organizations.

Government officials and business leaders who have responsibility for interfacing with civil society are welcome to apply as well. Business or government leaders who partner with one or more NGOs may wish to apply with the NGO(s) they work with and use the program to enhance their working relationship.

Qualified applicants are strongly encouraged to apply, as tuition support for participants may be available from institutional partners and third-party funding sources. For more information, please visit www.hks.harvard.edu/ee/ngo.

ADMISSION

Strategic Management for Leaders of Non-Governmental Organizations is a five-day program offered each March in Greece by Harvard Kennedy School.

To apply for **Strategic Management for Leaders of Non-Governmental Organizations** or to receive information on program dates, application deadlines, and tuition, please visit www.hks.harvard.edu/ee/ngo.

Early application is encouraged. 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.

Admission to the program will be made on a competitive basis and is based on professional achievement and organizational responsibility. There is no formal educational requirement, but fluency in written and spoken English is a necessity.

“The program offered me a valuable opportunity to exchange interesting and helpful ideas with people from different cultures and organizations, as well as the chance for introspection and reflection on my work and my organization.” PARTICIPANT, MARCH 2009



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**“Leadership and learning are
indispensable to each other.”**

John F. Kennedy

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