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.

YOU’RE HERE TO MAKE A DIFFERENCE.

The lecturers, the opportunity to network with high-caliber global colleagues, and the intellectual stimulation of the Harvard community all combined to make this one of my best professional investments to date.

“-
Honourable Phillip Paulwell
Former Minister of Science, Technology, Energy, and Mining
Government of Jamaica
**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 full-time 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.
OVER 3,500 EXECUTIVE EDUCATION PARTICIPANTS FROM 150+ COUNTRIES ANNUALLY
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, corporate, or nonprofit sector, there is a program—or programs—right for you.

### Which Kind of Leader Are You?

<table>
<thead>
<tr>
<th>WHICH KIND OF LEADER ARE YOU?</th>
<th>U.S. FEDERAL GOVERNMENT</th>
<th>NATIONAL/INTERNATIONAL SECURITY AND DEFENSE</th>
<th>STATE AND LOCAL GOVERNMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>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.</td>
<td>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.</td>
<td>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.</td>
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<tr>
<td>NONPROFIT AND NON-GOVERNMENTAL ORGANIZATIONS</td>
<td>INTERGOVERNMENTAL AND MULTILATERAL ORGANIZATIONS</td>
<td>CORPORATE SECTOR</td>
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<tr>
<td>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.</td>
<td>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.</td>
<td>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.</td>
<td></td>
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</tbody>
</table>
### U.S. FEDERAL GOVERNMENT

- Applying Behavioral Insights to the Design of Public Policy
- Climate Change and Energy
- Comparative Tax Policy and Administration
- Creating Collaborative Solutions
- Cybersecurity
- Driving Government Performance
- Emerging Leaders
- Global Change Agents
- Infrastructure in a Market Economy
- Investment Decisions and Behavioral Finance
- Leadership Decision Making

- Leadership for the 21st Century
- Leadership in Crises
- Leading Successful Programs
- Mastering Negotiation
- Mastering Trade Policy
- Senior Executive Fellows
- Senior Executives in National and International Security
- Senior Managers in Government
- Strategic Management of Regulatory and Enforcement Agencies
- Women and Power

### NATIONAL/INTERNATIONAL SECURITY AND DEFENSE

- Applying Behavioral Insights to the Design of Public Policy
- Climate Change and Energy
- Creating Collaborative Solutions
- Cybersecurity
- Driving Government Performance
- Emerging Leaders
- Global Change Agents
- Leadership Decision Making
- Leadership for the 21st Century

- Leadership in Crises
- Leading Successful Programs
- Mastering Negotiation
- Senior Executive Fellows
- Senior Executives in National and International Security
- Senior Managers in Government
- Strategic Management of Regulatory and Enforcement Agencies
- Women and Power

### STATE AND LOCAL GOVERNMENTS

- Applying Behavioral Insights to the Design of Public Policy
- Climate Change and Energy
- Comparative Tax Policy and Administration
- Creating Collaborative Solutions
- Cybersecurity
- Driving Government Performance
- Investment Decisions and Behavioral Finance
- Leadership Decision Making

- Leadership for the 21st Century
- Leadership in Crises
- Leading Successful Programs
- Mastering Negotiation
- Senior Executives in State and Local Government
- Strategic Management of Regulatory and Enforcement Agencies
- Women and Power

### INTERNATIONAL GOVERNMENTS

- Applying Behavioral Insights to the Design of Public Policy
- Climate Change and Energy
- Comparative Tax Policy and Administration
- Creating Collaborative Solutions
- A Cutting Edge of Development Thinking
- Cybersecurity
- Driving Government Performance
- Emerging Leaders
- Global Change Agents
- Infrastructure in a Market Economy
- Innovation for Economic Development
- Leaders in Development
- Leadership Decision Making

- Leadership for the 21st Century
- Leadership in Crises
- Leading Economic Growth
- Leading Successful Programs
- Mastering Negotiation
- Mastering Trade Policy
- Public Financial Management in a Changing World
- Rethinking Financial Inclusion
- Senior Executive Fellows
- Senior Executives in National and International Security
- Senior Managers in Government
- Strategic Management of Regulatory and Enforcement Agencies
- Women and Power
### NONPROFIT AND NON-GOVERNMENTAL ORGANIZATIONS

- Applying Behavioral Insights to the Design of Public Policy
- Art and Practice of Leadership Development
- Climate Change and Energy
- A Course in Exponential Fundraising
- Creating Collaborative Solutions
- Crisis Leadership in Higher Education
- Driving Government Performance
- Emerging Leaders
- Global Change Agents
- Infrastructure in a Market Economy
- Innovation for Economic Development
- Investment Decisions and Behavioral Finance
- Leaders in Development
- Leadership Decision Making
- Leadership for the 21st Century
- Leadership in Crises

### INTERGOVERNMENTAL AND MULTILATERAL ORGANIZATIONS

- Applying Behavioral Insights to the Design of Public Policy
- Climate Change and Energy
- Comparative Tax Policy and Administration
- Creating Collaborative Solutions
- A Cutting Edge of Development Thinking
- Cybersecurity
- Emerging Leaders
- Global Change Agents
- Infrastructure in a Market Economy
- Innovation for Economic Development
- Leaders in Development

### CORPORATE SECTOR

- Applying Behavioral Insights to the Design of Public Policy
- Art and Practice of Leadership Development
- Climate Change and Energy
- Comparative Tax Policy and Administration
- Creating Collaborative Solutions
- Cybersecurity
- Global Change Agents
- Infrastructure in a Market Economy
- Innovation for Economic Development
- Investment Decisions and Behavioral Finance

### ONLINE PROGRAMS

- Leadership, Organizing and Action (online program)
- Leading Nonviolent Movements for Social Progress (online program)
- Leading Successful Programs
- Mastering Negotiation
- Mobilizing Your Nonprofit Board (online program)
- Nonprofit Financial Stewardship (online program)
- Performance Measurement for Effective Management of Nonprofit Organizations
- Rethinking Financial Inclusion Practice
- Senior Executives in State and Local Government
- Strategic Frameworks for Nonprofit Organizations (online program)
- Women and Power
Applying Behavioral Insights to the Design of Public Policy
Offered in September
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 will explore behaviorally informed policy tools such as defaults, active choice, social norms, framing, and choice architecture.
Participants will 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 policy making 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 course 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 September
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
A Course in Exponential Fundraising

Offered in September
Faculty Chair: Jennifer McCrea

A year-long 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: Jorrit de Jong

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

I found the diversity of my peers, program content, and unique teaching approaches extremely engaging and thought-provoking. I loved the experience.

— Elizabeth Wilde
Assistant Secretary
Department of Foreign Affairs and Trade
Australia
Crisis Leadership in Higher Education
Offered in February
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 May
Faculty Chairs: Ricardo Hausmann and Lant Pritchett
Presented in collaboration with the Center for International Development at Harvard University, this program provides an overview of what is at the cutting edge of development thinking and research, and how that can be incorporated into 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 July
Faculty Chairs: Jim Waldo and Tad Oelstrom
Offered in collaboration with the Belfer Center for Science and International Affairs at Harvard University, the program 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 cyber threats, develop frameworks for the design of both cybersecurity policy and technology, and explore innovations in the use of big data and intelligence-driven security in identifying and combating cyber threats.

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
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 non-governmental 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 non-governmental 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 global leaders, the curriculum is designed in three parts: policy lectures, skill building, and integration. Through the use of a unique simulation tool created by Harvard faculty specifically for this program, participants will diagnose their own challenges as emerging leaders and develop strategies to advance their own vision. 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 non-governmental organizations from developing, newly industrialized, and transitional countries who have 5–10 years of professional experience

Global Change Agents: Leading with Commitment, Creativity, and Courage

Offered in April
Faculty Chair: Dean Williams

Explores the kinds of leadership change needed in the world today, given that the forces of globalization generate tremendous opportunities and formidable dangers for nations and villages alike. The curriculum compels participants to explore deeply held assumptions, perspectives, and beliefs about leadership, power, influence, and what it means to effect change and make real progress.

Participants: ● ● ● ● ● ●
Leaders in government, nonprofit, non-governmental organizations, and the corporate sector who wish to build their leadership capacity and become dynamic change agents

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

I gained the tools needed to become the kind of leader I aspire to be, plus a new network of brilliant professors and peers I can now turn to for advice and support.

– Vincent Fusaro
Chief Compliance and Enforcement Branch
U.S. Department of Agriculture
Innovation for Economic Development
Offered in April
Faculty Chair: Calestous Juma
Aimed at helping leaders enhance global competitiveness, boost the economy, and preserve the environment. Led by renowned authors, leading researchers, and distinguished professors, the program examines strategies and measures for aligning technology and innovation trends with development policy objectives. Moreover, the program helps leaders design and implement innovation policies for economic development.

Participants: • • • •
Senior managers in all sectors who have active roles in innovation and economic growth, including government officials from ministries, senior civil servants, diplomats, development leaders, university presidents and professors, and those working in international development agencies

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 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

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 Sector
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 knowledge and develop 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 non-governmental and corporate sector organizations from developing, newly industrialized, and transitional economies

Leadership Decision Making: Optimizing Organizational Performance
Offered in February, June, and October
Faculty Chair: Jennifer 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 January and September
Faculty Chair: Hugh O’Doherty
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)
Offered in February
Faculty Chair: Marshall Ganz
Offers a unique online learning opportunity for leaders of civic associations, advocacy groups, and social movements to 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 as well as engage 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 February
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)

Offered 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 non-governmental organizations who are leading social change projects

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 about their programs. Case studies will examine a range of program areas including education, health, and early childhood development.

Participants: ● ● ● ● ● ● ●
Senior managers of 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 all sectors of the government and executives in the corporate and nonprofit sectors 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)

Offered in March
Faculty Chair: William Ryan

Designed to help executives of nonprofit and non-governmental 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 non-governmental organizations who have active roles in managing their boards

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

Offered in September
Faculty Chair: James Honan

Helps leaders of nonprofit and non-governmental 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 organizations and non-governmental organizations from around the world

These executive programs bring together exactly the right people: professionals and practitioners with tremendous experience and expertise from around the world.

— Deborah Housen-Couriel
Senior Researcher
Yuval Ne’eman Workshop for Science, Technology, and Security
Israel
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 organizations and non-governmental organizations around the world, including C-level executives, board chairs, and directors

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 applicable to corporate consultants and members of international organizations

Rethinking Financial Inclusion: Smart Design for Policy and Practice

Offered in May
Faculty Chairs: Asim Ijaz Khwaja and Rohini Pande

Presented in collaboration with the Evidence for Policy Design (EPoD) program at Harvard Kennedy School, this program explores frontier issues in finance for the poor and addresses challenges faced by both low- and high-income countries. The program provides an evidence-based framework to inform the design of financial products in low-income settings based on a keen understanding of both the client and the broader environment. The curriculum will cover a range of financial services, highlighting 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, and October
Faculty Chair: Dana Born
Faculty Co-Chair: Peter Zimmerman
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 November
Faculty Chair: Tad Oelstrom
Brings together world-class experts and an outstanding curriculum to give senior national security leaders a unique opportunity to deepen their understanding about 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 development, negotiation and leadership, the global terrorist threat, 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.

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

COLOR-CODED KEY REFLECTS RECOMMENDED PARTICIPANT MIX:
Strategic Frameworks for Nonprofit Organizations
(Online Program)

Offered in September
Faculty Chair: Christine Letts

Provides nonprofit and non-governmental organization leaders around the world the strategic management frameworks to improve their organizations. Presented in modules, the curriculum examines several topics, including mission statements, strategic alignment, strategy frameworks, program portfolio management, and strategic positioning.

Participants: ●
Senior managers in nonprofit and non-governmental organizations around the world

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

Women and Power: Leadership in a New World

Offered in May
Faculty Chair: Hannah Bowles

Designed to help women develop effective leadership strategies, with an emphasis on creating successful alliances and enduring partnerships. The program provides an unparalleled opportunity to learn from some of the most accomplished women leaders from a variety of organizations and to work with a committed faculty. A truly transformational experience, the program helps prepare women executives to advance to top positions of influence.

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 left Harvard feeling empowered for career growth, negotiations, and leadership opportunities.

— Monica Joseph
CEO
Mokasi Medical Systems
Tanzania

88
Average number of generals and admirals represented in programs annually

6
Alumni are four-star U.S. Air Force generals

950
Years of professional experience represented by each cohort

32
Average number of U.S. federal agencies represented in programs annually

7
Alumni have received ministerial appointments
<table>
<thead>
<tr>
<th>PROGRAM CALENDAR</th>
<th>Faculty and program dates subject to change. Please visit exed.hks.harvard.edu for the latest information.</th>
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<tbody>
<tr>
<td><strong>Applying Behavioral Insights to the Design of Public Policy</strong>*</td>
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<td><strong>Art and Practice of Leadership Development</strong>*</td>
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<td><strong>Climate Change and Energy</strong>*</td>
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<td><strong>Comparative Tax Policy and Administration</strong>*</td>
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<td><strong>A Course in Exponential Fundraising</strong>*</td>
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<td><strong>Creating Collaborative Solutions</strong>*</td>
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<td><strong>Crisis Leadership in Higher Education</strong>*</td>
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<td><strong>A Cutting Edge of Development Thinking</strong>*</td>
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<td><strong>Cybersecurity</strong>*</td>
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<td><strong>Driving Government Performance</strong>*</td>
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<td><strong>Emerging Leaders</strong>*</td>
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<td><strong>Global Change Agents</strong>*</td>
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<td><strong>Infrastructure in a Market Economy</strong>*</td>
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<td><strong>Innovation for Economic Development</strong>*</td>
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<td><strong>Investment Decisions and Behavioral Finance</strong>*</td>
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<td><strong>Leaders in Development</strong>*</td>
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<td><strong>Leadership Decision Making</strong>*</td>
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<td><strong>Leadership for the 21st Century</strong>*</td>
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<td><strong>Leadership in Crises</strong>*</td>
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<td><strong>Leadership, Organizing and Action (online)</strong></td>
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<td><strong>Leading Economic Growth</strong>*</td>
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<td><strong>Leading Nonviolent Movements for Social Progress (online)</strong></td>
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<td><strong>Leading Successful Programs</strong>*</td>
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<td><strong>Mastering Negotiation</strong>*</td>
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<td><strong>Mastering Trade Policy</strong>*</td>
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<td><strong>Mobilizing Your Nonprofit Board (online)</strong></td>
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<td><strong>Nonprofit Financial Stewardship (online)</strong></td>
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<td><strong>Performance Measurement for Effective Management of Nonprofit Organizations</strong>*</td>
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<td><strong>Public Financial Management in a Changing World</strong>*</td>
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<td><strong>Rethinking Financial Inclusion</strong>*</td>
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<td><strong>Senior Executive Fellows</strong>*</td>
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* 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 exed.hks.harvard.edu for more information.
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, or 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.

These programs are held either on the Harvard campus, online, or at the organization’s location and provide an opportunity for participants to spend valuable time together in an inspiring and transformative learning environment.

Email ee_customprograms@hks.harvard.edu to learn more about custom programs.

EXECUTIVE CERTIFICATES

Effective leadership requires a lifelong commitment to learning. Return to Harvard Kennedy School and earn an Executive Certificate in three areas of concentration:

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

In order to receive an Executive Certificate, you must complete three programs within six years, in the concentration area. Multiple programs are eligible, and discounts on select, subsequent programs are available.

Visit exed.hks.harvard.edu/ee/certificate to learn more.
TAKE THE NEXT STEP
and join a powerful global network of over 45,000 Harvard Kennedy School alumni.

LEARN MORE
Visit exed.hks.harvard.edu to find out about program dates, curriculum, tuition, and faculty.

APPLY ONLINE
Create a Harvard Kennedy School account and apply for a program online at exed.hks.harvard.edu
Admission is based on professional achievement and organizational responsibility. There are no formal educational requirements; however, fluency in written and spoken English is required.

FELLOWSHIPS
Although limited, fellowships are available to help supplement tuition costs. Please contact us for more information.

CONTACT US
For further assistance on programs or admissions, contact us at exed@hks.harvard.edu, or +1-617-496-9000 to speak to a Client Services specialist.

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