

PERFORMANCE MEASUREMENT FOR EFFECTIVE MANAGEMENT OF NONPROFIT ORGANIZATIONS

www.exed.hbs.edu/pmno

Offered by the HBS Social Enterprise Initiative

Your organization's ability to fulfill its mission and meet strategic objectives depends on gauging performance accurately. Gain new insights into performance measurement and its impact on resource allocation, organizational learning, internal processes, and accountability. This program will help you:

- Maximize impact by aligning mission, strategy, and internal performance
- Put stronger, more sustainable processes in place for measuring and managing performance
- Build a performance-based culture and improve productivity while fostering creativity and innovation
- Balance internal and external accountability
- Communicate more effectively with donors and other stakeholders about your organization's achievements
- Expand your personal and professional network

WHAT YOU WILL LEARN

Through faculty presentations, case studies, classroom exercises, and group discussions, you will examine the rationale behind performance management in a nonprofit organization and learn how to implement appropriate and effective measurement systems. Topics include:

- Understanding organizational "accountability flow"
- Implementing a performance management strategy
- Recognizing value and satisfying expectations
- Improving individual behavior
- Dealing with the forces that shape the nonprofit environment
- Aligning mission, performance, and impact
- Analyzing what is being measured and what is being delivered
- Deciding what to measure and choosing the right approach for your organization
- Anticipating and overcoming implementation challenges and institutionalizing performance measurement in your organization
- Assessing communication issues

WHO SHOULD ATTEND

Chief executive officers, presidents, executive directors, board members, and other senior executives in nonprofit organizations (typically with budgets in excess of \$1 million) who are committed to improving performance measurement and management.



**HARVARD
BUSINESS SCHOOL**

Executive Education

28–31 MAY 2019

\$4,750

HBS Campus



“The tools I acquired are helping me reframe tough conversations as more manageable topics.”

Sarah Wong

Deputy Director of Organizational Development, Amnesty International, Belgium



LIVING. LEARNING. THE HBS EXPERIENCE.

Though it comes from within, transformation often requires a catalyst. And for many business leaders, HBS Executive Education has been that catalyst. Here, you're fully immersed in a transformational living-learning experience, networking with executives from around the world, and engaging in programs led by experienced HBS faculty. It's a holistic experience that will enrich your career—and your life.

Value—Many of our alumni and participants call HBS Executive Education a “life-changing experience.” That’s because in addition to building your expertise, you’ll examine where you’ve been—and where you want to take your career and your organization.

Learning experience—From case study discussions and small-group projects to simulations and dynamic lectures, you’ll have ample opportunities to deepen your knowledge, broaden your skill set, and collaborate with your peers.

Living on campus—During lively discussions with your living group, lunchtime conversations at the Chao Center, and evening excursions to Harvard Square, you’ll make new connections and form lasting relationships with your colleagues.

ADMISSIONS

We admit candidates to specific sessions on a rolling, space-available basis, and encourage you to apply as early as possible. Although most programs have no formal educational requirements, admission is a selective process based on your professional achievement and organizational responsibilities.

FOR MORE INFORMATION

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Executive Education

TUESDAY

Please Note: This sample schedule is intended to be representative of the program structure and content. Timing and session topics are illustrative and subject to change.

8:00 AM–3:30 PM
Check-In and Registration

4:00–4:45 PM
Program Overview

4:45–6:15 PM
Articulating and Measuring Value
in a Nonprofit Organization

6:15–8:00 PM
Welcome Reception and Dinner

WEDNESDAY

Today's Theme: Organizational Performance

6:30–8:30 AM
Breakfast and Discussion Groups

8:30–10:00 AM
Generating Evidence for Effectiveness

10:00–10:30 AM
Break

10:30 AM–12:00 AM
Assessing Performance: What to Measure
in Order to Determine Success

12:00–2:30 PM
Lunch in Working Groups

2:30–4:00 PM
Creating a Performance Measurement
and Management Culture

4:00–4:30 PM
Break

4:30–6:00 PM
Performance Measurement Challenge Workshop

6:00–8:00 PM
Working Groups and Dinner

THURSDAY

Today's Theme: Performance in Relationships

6:30–8:30 AM
Breakfast and Discussion Groups

8:30–10:00 AM
Pushing Performance Measurement
Down Through the Organization

10:15–10:45 AM
Break

10:45 AM–12:15 PM
Using Performance Assessment to
Manage Key Stakeholders

12:15–1:30 PM
Networking Lunch

1:30–3:00 PM
Comparing the Performance of Grantees

3:00–3:30 PM
Break

3:30–5:00 PM
Experimentation, Failure, and Success

5:00–6:00 PM
Working Group Reflection

6:00–8:00 PM
Closing Reception and Dinner

FRIDAY

Today's Theme: Collaborative Performance

6:30–8:30 AM
Breakfast and Discussion Groups

8:30–9:45 AM
Measuring Collective Impact

9:45–10:45 AM
Working Groups and Break

10:45 AM–12:00 AM
Pursuing Greater Impact through Partnerships,
Collaborations, and Networks

12:00–12:30 PM
Program Wrap-Up

12:30 PM
Check-Out and Departure

YOUR LEARNING ENVIRONMENT

COLLABORATIVE LIVING GROUPS

At HBS, you will be placed with a carefully selected living group of peers whose members span industries, countries, and functions. This diversity of perspectives enriches your learning experience and expands your global network.

PREMIUM ACCOMMODATIONS AND AMENITIES

Modern, well-appointed living arrangements feature private bedrooms and bathrooms, spacious common areas, state-of-the-art technology, dining facilities, and a range of hotel-style amenities including housekeeping and dry cleaning.

PRIVATE FITNESS AND WELLNESS OFFERINGS

State-of-the-art fitness center features extensive fitness equipment; a walking/jogging track; basketball/racquetball/squash/tennis courts; swimming pool; locker rooms with whirlpool/steam/sauna; fitness classes; personal trainers; nutritionists and more.

HISTORIC AND CULTURAL HUB

HBS is located in the historic Boston-Cambridge area. Harvard Square is within walking distance, and you'll find a rich array of arts, music, sports, dining, shopping, and other recreational activities easily accessible from campus.

FOR MORE INFORMATION, please contact a Program Advisor at:
executive_education@hbs.edu | **1-800-427-5577**

