

STRATEGIC PERSPECTIVES IN NONPROFIT MANAGEMENT

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Offered by the HBS Social Enterprise Initiative

Exploring crucial concepts and skills for nonprofit leadership, you'll prepare to strengthen fiscal management and accountability while leading the evolution needed to create a more responsive, successful, and sustainable organization. This program will help you:

- Focus your mission and create service offerings that truly address the needs of your target populations
- Develop the core capabilities, external alliances, and operational alignment needed to fulfill your mission and execute your strategy
- Strengthen your financial position and create a more accountable organization
- Implement appropriate and effective performance metrics and systems
- Lead essential change and manage growth
- Expand your personal and professional network

WHAT YOU WILL LEARN

Through faculty presentations, nonprofit case studies, group exercises, and group discussions, you will acquire the strategic perspectives, leadership skills, and practical tools you need to implement new strategies and drive change across the organization. Topics include:

- Defining your mission and aligning the organization behind it
- Identifying customers and constituencies and understanding customer needs
- Establishing methods of fiscal accountability and assessing financial performance
- Developing appropriate performance measures and management control systems and assessing organizational performance
- Creating strategic collaborations with nonprofit and for-profit organizations
- Recognizing and fostering the characteristics of high-performance organizations
- Creating a successful partnership with the board
- Mobilizing resources for change

WHO SHOULD ATTEND

Executive directors and chief executive officers who are responsible for shaping the direction, mission, policies, and major programs for an established, public-serving nonprofit organization.



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12–18 JUL 2020

\$6,500

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“This is a multidimensional learning experience that is worth the time and resource investment, because there is no way to walk away without personal and professional improvement.”

Afira DeVries
President and CEO, United Way of
Roanoke Valley, U.S.



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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SUNDAY	MONDAY Today's Theme: The Strategic Challenge	TUESDAY Today's Theme: Building Strategy for High Performance	WEDNESDAY Today's Theme: Building Strategy for High Performance	THURSDAY Today's Theme: Beyond the Organization	FRIDAY Today's Theme: Leading Change	SATURDAY Today's Theme: Leadership, Strategy and Execution
<p>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.</p>	<p>6:30–8:30 AM Breakfast and Discussion Groups</p>	<p>6:30–8:30 AM Breakfast and Discussion Groups</p>	<p>6:30–8:30 AM Breakfast and Discussion Groups</p>	<p>6:30–8:30 AM Breakfast and Discussion Groups</p>	<p>6:30–8:30 AM Breakfast and Discussion Groups</p>	<p>6:30–8:30 AM Breakfast and Discussion Groups</p>
	<p>8:45–10:15 AM Expanding Operations</p>	<p>8:45–10:15 AM Scaling: Managing Growth</p>	<p>8:45–10:15 AM Strategy and Public-Private Partnerships</p>	<p>8:45–10:15 AM From Competition to Collaboration</p>	<p>8:45–10:15 AM Leading in a Crisis</p>	<p>8:45–10:30 AM Bringing the Pieces Together: Developing a Strategic Framework</p>
<p>8:00 AM–2:30 PM Check-In and Registration</p>	<p>10:15–10:45 AM Break</p>	<p>10:15–10:45 AM Break</p>	<p>10:15–10:45 AM Break</p>	<p>10:15–10:45 AM Break</p>	<p>10:15–10:45 AM Break</p>	<p>10:30–11:00 AM Break</p>
	<p>10:45 AM–12:15 PM Leading Growth and Transformation</p>	<p>10:45 AM–12:15 PM Catalyzing High-Impact Entrepreneurship for Economic Development</p>	<p>10:45 AM–12:15 PM Aligning Funding and Mission</p>	<p>10:45 AM–12:15 PM Managing People and Operations</p>	<p>10:45 AM–12:15 PM Leading in Highly Uncertain Circumstances</p>	<p>11:00 AM–12:00 PM Program Wrap-Up</p>
	<p>12:15–1:30 PM Lunch</p>	<p>12:15–1:30 PM Lunch</p>	<p>12:15–1:30 PM Lunch</p>	<p>12:15–1:30 PM Lunch</p>	<p>12:15–1:30 PM Lunch</p>	<p>12:00 PM Check-Out and Departure</p>
	<p>1:30–3:00 PM Alliances and Partnerships</p>	<p>1:30–3:00 PM Building a Strong Board</p>	<p>1:30–3:00 PM Measuring Success and Impact</p>	<p>1:30–3:00 PM Becoming a High-Impact Leader</p>	<p>1:30–3:00 PM Leadership Succession</p>	
	<p>3:00–3:30 PM Break</p>	<p>3:00–3:30 PM Break</p>	<p>3:00–3:30 PM Break</p>	<p>3:00–5:30 PM Peer Consultation Session</p>	<p>3:00–5:30 PM Peer Consultation Session</p>	
<p>3:00–4:00 PM Program Overview</p>	<p>3:30–5:00 PM Evolving a Nonprofit's Mission</p>	<p>3:30–5:00 PM Applying Design-Thinking to Develop New Initiatives</p>	<p>3:30–5:00 PM Expanding Across Borders</p>			
<p>4:15–5:30 PM Results-Oriented Management for Nonprofits</p>	<p>5:00–5:30 PM Peer Consultation Group Leader Meeting</p>	<p>5:00–5:15 PM Introduction to Peer Consultation Sessions</p>	<p>5:00–6:30 PM Free Time</p>	<p>5:30–6:30 PM Free Time</p>	<p>5:30–6:30 PM Free Time</p>	
<p>5:30–6:45 PM Strategy Frameworks for Nonprofits</p>	<p>5:30–6:30 PM Free Time</p>	<p>5:30–6:30 PM Free Time</p>				
<p>7:00–8:30 PM Opening Reception and Dinner</p>	<p>6:30–7:30 PM Dinner</p>	<p>6:30–7:30 PM Dinner</p>	<p>6:30–7:30 PM Dinner</p>	<p>6:30–8:30 PM Reception and Dinner</p>	<p>6:30–8:00 PM Closing Reception and Dinner</p>	

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**

