

# 2020 Short Executive Programs to Harvard and INSEAD

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*This document has been prepared by the Roberta Sykes Indigenous Education Foundation (RSIEF). It summarises some of the executive education programs available at Harvard and INSEAD.*

*The RSIEF offers partial funding to support Indigenous Australians to undertake these programs **or** other programs offered by Harvard/INSEAD and other leading international business schools. In many cases, the candidate's employer is requested to contribute up to 50% of the costs.*

*For more information, go to [www.robertasykesfoundation.com/roberta-sykes-bursary](http://www.robertasykesfoundation.com/roberta-sykes-bursary)*

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## Harvard Business School (HBS)

Performance Measurement for Effective Management of Nonprofit Organizations (PMNO)	
<b>Link</b>	<a href="#">PMNO</a>
<b>Duration</b>	4 days   US\$5,100
<b>Program Dates</b>	2 -5 June 2020 ( <i>applications accepted on a rolling, space-available basis</i> )
<b>Description</b>	The <b>PMNO</b> program is presented jointly by the Harvard Business School Social Enterprise Initiative and Harvard Kennedy School. The program provides leaders of non-profit organizations with the knowledge and skills to develop and implement performance measures that will help them achieve their missions. In this three-day program participants will explore the impact of measurement on resource allocation, organizational learning, internal processes, and internal and external accountability.
<b>Selection Criteria</b>	<p><i>Who should attend</i></p> <ul style="list-style-type: none"> <li>• Designed for senior executives, board members and other leaders of non-profit organisations from around the world responsible for implementing effective performance measurement and management in their organizations</li> <li>• Team participation (multiple representatives from one organization) is allowed in PMNO</li> <li>• Typical participant titles include: CEO, President, Executive Director, Chief Financial Officer, Chief Operating Officer, Board Chair, Deputy Director.</li> </ul> <p><i>Organizations</i></p> <ul style="list-style-type: none"> <li>• Size: Have at least 5-6 full-time employees and an annual operating budget of at least \$1 million</li> <li>• Stage: Have been fully operational for at least one year and be out of the start-up phase</li> <li>• Type: HBS will not consider applications from management support organizations, consulting firms, nor professional trade associations.</li> </ul>

## Strategic Perspectives in Nonprofit Management

<b>Link</b>	<a href="#">Strategic Perspectives in Nonprofit Management</a>
<b>Duration</b>	7 days   US\$6,500
<b>Program Dates</b>	12 -18 July 2020 ( <i>applications accepted on a rolling, space-available basis</i> )
<b>Description</b>	Today's nonprofit organizations are faced with shifting demands for services, mounting financial pressures, and diverse operational challenges. To fulfil their missions, nonprofit leaders must step up their game and create organizations that can thrive in the midst of change. Exploring crucial concepts and skills for nonprofit leadership in uncertain times, this program will prepare you to strengthen fiscal management and accountability while leading the evolution needed to create an effective, high-performing organization.
<b>Selection Criteria</b>	<p><i>Candidates</i></p> <ul style="list-style-type: none"> <li>• Candidates must be <b>nonprofit CEOs or Executive Directors</b> and responsible for shaping the direction, mission, policies and major programs of their organizations. As long as candidates are in their role by the program start date, they may apply.</li> </ul> <p><i>Organizations</i></p> <ul style="list-style-type: none"> <li>• Size: Public-serving nonprofits, with at least 5-6 full-time employees and an annual operating budget in excess of \$1 million</li> <li>• Stage: Have been fully operational for at least one year and be out of the start-up phase (please note: this can often take several years to accomplish).</li> </ul>

## Harvard Kennedy School (HKS)

<b>Applying Behavioral Insights to the Design of Public Policy</b>	
<b>Link</b>	<a href="#">Applying Behavioral Insights to the Design of Public Policy</a>
<b>Duration</b>	6 days   US\$9,700
<b>Program Dates</b>	4 - 9 October 2020 ( <i>application deadline 4 August</i> )
<b>Description</b>	<p><b>Applying Behavioral Insights to the Design of Public Policy</b> is a one-week program exploring how behavioral insights can be used to help construct public policies.</p> <p>The program uses a unique combination of lectures, case studies, participant presentations, small-group workshops, experiential learning and robust class discussions to deliver the curriculum. Cutting-edge research from economics, psychology and other social sciences are presented, introducing concepts that can help inform policy development.</p> <p>Traditionally, many government policies are designed on the basis of how people should behave and an assumption that this behavioral is rational. Yet both individuals and organizations make many decisions that systematically depart from what is rational. The result? Policies that are ineffective or even backfire.</p> <p>But using insights gleaned from behavioral economics, psychology and other social sciences, the participant can craft better policies that have more successful outcomes.</p>
<b>Eligibility</b>	<p>The program is designed for policymakers with a wide range of backgrounds, policy areas and responsibilities as well as those working alongside them.</p> <p>Recommended applicants include:</p> <ul style="list-style-type: none"> <li>• Officials in national, state/provincial and local governments who wish to apply behavioral insights to public policy interventions</li> <li>• Representatives from foundations and nonprofit organizations who work on public policy issues and wish to increase the effectiveness of the projects they undertake, fund or evaluate.</li> </ul> <p>A background in economics, statistics, psychology or any other specific discipline is not required.</p>

## Creating Collaborative Solutions: Innovations in Governance\*

<b>Link</b>	<a href="#">Creating Collaborative Solutions</a>
<b>Duration</b>	7 days   US\$10, 100
<b>Program Dates</b>	17 - 23 October 2020 ( <i>application deadline 18 August</i> )
<b>Description</b>	This program explores new modes of working collaboratively across traditional political and organizational boundaries to find innovative solutions to emerging social problems. The skills needed to create these new arrangements are not the ones traditionally used to run top-down organizations. Rather, they are the skills that social entrepreneurs use to marshal diverse resources beyond their own direct control. This program will make extensive use of the case study method pioneered at Harvard.
<b>Selection Criteria</b>	<p><b>Creating Collaborative Solutions</b> is designed for leaders in the public, non-profit and private sectors who see their roles as reaching across these traditionally separate spheres to build new structures that can produce significant, valuable change. The most critical qualification for the course is a record of entrepreneurial activity and accomplishment in creating public value. The course will include participants from both the United States and abroad.</p> <p>Participants will include:</p> <ul style="list-style-type: none"> <li>• Government officials who want to work across jurisdictions or sectors to build new governance capacity</li> <li>• Entrepreneurs who have set out to find solutions to public problems using private sector approaches</li> <li>• Leaders in the not-for-profit sector who are building new service delivery models and political organisations</li> <li>• Corporate leaders who see their organizational mission fitting in a broader social context.</li> </ul>

*\*This is also available as a fully funded scholarship in partnership with Chief Executive Women*  
<https://cew.org.au/scholarships/cew-roberta-sykes-indigenous-education-foundation-scholarships-2020/>

*Applications for this open 29 January and **close 16 March 2020.***

<b>Emerging Leaders*</b>	
<b>Link</b>	<a href="#">Emerging Leaders</a>
<b>Duration</b>	6 days   US\$9,400
<b>Program Dates</b>	3 - 8 May 2020 ( <i>application deadline 3 March</i> )
<b>Description</b>	This program brings together an international cohort of rising professionals and renowned Harvard faculty for an empowering and energizing week of learning. Through a cutting-edge pedagogy, including a one-day simulation, this program will develop and expand the capacity of the next generation of leaders. You will gain the skills and strategic frameworks necessary to capitalize on opportunities and overcome obstacles, returning home inspired to enact change in your country.
<b>Selection Criteria</b>	<p><b>Emerging Leaders</b> is designed for rising US and international leaders with 5 to 15 years of professional experience.</p> <p>Government managers, policymakers, rising political leaders, military officers, practitioners working in nonprofits, nongovernmental organizations, and the corporate sector are encouraged to apply.</p> <p>The program is suitable for people from around the world, including developed, developing, newly industrialised, and transitional countries.</p>

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## Leadership for the 21st Century: Chaos, Conflict and Courage\*

<b>Link</b>	<a href="#">Leadership for the 21st Century: Chaos, Conflict and Courage</a>
<b>Duration</b>	6 days   US\$9,400
<b>Program Dates</b>	2 - 7 February 2020 ( <i>application deadline 2 December 2019</i> )
<b>Description</b>	<p>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.</p> <p>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.</p> <p>Participants will experience a personal, stimulating, and challenging week reflecting on their deepest-held assumptions and most strongly held values. You should come prepared to exercise leadership in the classroom, help shape class conversation, and identify and question your own firmly held ideas about leadership.</p>
<b>Selection Criteria</b>	<p>The program is intended for senior executives in government, corporate and nonprofit organizations who wish to better understand the personal aspects of leadership and to improve their capacity to lead. Participants will be challenged in new and unexpected ways. Because the participants' own professional challenges and experiences are critical to the learning process, we will choose a class that is professionally and geographically diverse.</p> <p>Recommended applicants include:</p> <ul style="list-style-type: none"> <li>• Senior public officials at the national, state and local level</li> <li>• Corporate executives, including C-level, vice president and director</li> <li>• Nonprofit and NGO leaders.</li> </ul>

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## Leading Successful Programs: Using Evidence to Assess Effectiveness

<b>Link</b>	<a href="#">Leading Successful Programs: Using Evidence to Assess Effectiveness</a>
<b>Duration</b>	6 days   US\$9,400
<b>Program Dates</b>	26 April – 1 May 2020 ( <i>application deadline 26 February</i> )
<b>Description</b>	<p>This program 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 a focus on methodologies that help managers provide better leadership and make more effective decisions for their programs. Case studies will examine a range of program areas, including education, health, and early childhood development.</p> <p>The program will explore:</p> <ul style="list-style-type: none"> <li>• The big questions you need to ask about the effectiveness of programs in your organization</li> <li>• How to decide what data should be collected, and when</li> <li>• The kinds of evaluations and other forms of assessment you should conduct</li> <li>• The key methods to evaluate the impact of programs and when each should be used</li> <li>• How you should make decisions about which programs to assess</li> <li>• How you can make sense of mixed method evaluations and then integrate quantitative and qualitative information to design and implement better programs.</li> </ul>
<b>Selection Criteria</b>	<p><b>Leading Successful Social Programs</b> is designed for leaders within organizations that either manage or fund programs designed to improve the well-being of people and communities.</p> <p>Recommended applicants include senior-level managers, program directors, grant makers, chief operating officers or budget directors of:</p> <ul style="list-style-type: none"> <li>• Government agencies at the federal, state/province, county or city level</li> <li>• Nonprofits/NGOs</li> <li>• Private companies interested in corporate social responsibility</li> <li>• Foundations and their grantees</li> <li>• Multilateral institutions</li> <li>• Development banks</li> <li>• International aid agencies.</li> </ul> <p>The program is also designed for:</p> <ul style="list-style-type: none"> <li>• Consultants to nonprofits or government agencies</li> <li>• Legislative staffers working with committees</li> <li>• Legislators seeking ways of assessing evidence of program effectiveness.</li> </ul>

## Mastering Negotiation

<b>Link</b>	<a href="#">Mastering Negotiation</a>
<b>Duration</b>	6 days   US\$9, 100
<b>Program Dates</b>	3 - 8 May 2020 (application deadline 3 March)
<b>Description</b>	<p>This program addresses the challenges of building working relationships across cultures, sectors, and organizations by going beyond basic negotiations skills training. This intensive program examines the effects of both social and organizational culture on negotiation while at the same time helping senior level professionals develop the adaptive techniques needed to translate their skills and experience to novel settings.</p> <p>Led by Harvard faculty with decades of experience, this program explores how to achieve consensus among a variety of stakeholders in order to create sustainable solutions.</p> <p><b>Mastering Negotiation</b> also makes extensive use of the case study method pioneered at Harvard. You'll study real-world situations that mirror the kind of negotiations you face every day. Through analysis of the experience as well as interactive discussions about the critical choices made by key players along the way, you'll gain valuable insights, training and practice in making challenging leadership decisions about actual situations</p>
<b>Eligibility</b>	<p><b>Mastering Negotiation</b> is designed for senior leaders across sectors seeking to advance their negotiation skills.</p> <p>Recommended applicants include:</p> <ul style="list-style-type: none"> <li>• Senior public officials at the national, state and local level</li> <li>• Corporate executives, including C-level, vice president and director</li> <li>• Nonprofit and NGO leaders</li> </ul> <p>The program is intended for people who have some practice in negotiation in a professional context, or who have taken a negotiation course in the past.</p>

## Strategies for Building and Leading Diverse Organizations

<b>Link</b>	<a href="#">Strategies for Building and Leading Diverse Organizations</a>
<b>Duration</b>	6 days   US\$9,700
<b>Program Dates</b>	13 - 18 September 2020 ( <i>application deadline 13 July</i> )
<b>Description</b>	<p>Beginning with a conceptual overview of diversity, <b>Strategies for Building and Leading Diverse Organizations</b> examines the practical requirements for public, private and nonprofit organizations. It focuses on developing strategies to take advantage of, and improve upon, the diversity within your own company or agency to reach organizational goals. It also helps you build strategic communication skills to enhance your interaction with the diverse populations you encounter every day. Additionally, you will explore concepts such as surface vs. deep diversity, implicit bias, blind spots, conflict resolution, creating common ground, building trust and more.</p> <p>Lectures, group work, class discussions and case studies create a highly-interactive learning environment. In addition, several guest speakers will facilitate sessions highlighting their experiences. You will return to your organization with a deep appreciation for the value of diversity.</p>
<b>Eligibility</b>	<p>This program is designed for senior executives in government as well as leaders working in corporate or nonprofit organizations.</p> <p>Recommended applicants include:</p> <ul style="list-style-type: none"> <li>• Senior public officials at the national, state and local level</li> <li>• Corporate executives, including C-level, vice president and director</li> <li>• Nonprofit and NGO leaders</li> <li>• Public Safety and Security Officials.</li> </ul>

<b>Women and Power: Leadership in a New World</b>	
<b>Link</b>	<a href="#">Women and Power</a>
<b>Duration</b>	6 days   US\$9, 100
<b>Program Dates</b>	17 – 22 May 2020 ( <i>application deadline 17 March</i> )
<b>Description</b>	<p>A truly transformational experience, this program enables women leaders to step out of their daily lives and reflect upon their own personal and professional journeys. The curriculum focuses on strategies for women’s leadership advancement and is led by unparalleled faculty at the forefront of gender, leadership, and diversity studies. Participants also gain a new personal network of accomplished women in leadership from around the world working in a variety of sectors.</p> <p><b>Women and Power</b> will enable you to:</p> <ul style="list-style-type: none"> <li>• Gain new skills and frameworks for analyzing political and strategic management issues.</li> <li>• Examine recent research on women and leadership and its application in the workplace.</li> <li>• Strengthen your negotiation, coalition-building and communication capabilities.</li> <li>• Build a lasting network of women leaders from diverse professional backgrounds and similar levels of career achievement.</li> </ul>
<b>Eligibility</b>	<p><b>Women and Power</b> is designed for senior executive women from public, nonprofit/NGO and corporate organizations.</p> <p>Recommended applicants include:</p> <ul style="list-style-type: none"> <li>• Senior level public officials serving at the national, state or local level</li> <li>• C-level corporate executives, including presidents and vice presidents</li> <li>• Nonprofit/NGO board members and senior administrators</li> <li>• Senior posts in national and international civil service</li> <li>• Senior elected and appointed public officials.</li> </ul>

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## INSEAD, Singapore

<b>Leading for Results*</b>	
<b>Link</b>	<a href="#">Leading for Results</a>
<b>Duration</b>	5 days   Singapore   S\$15,500
<b>Program Dates</b>	Singapore 22-26 June 2020 ( <i>application deadline 8 May</i> )
<b>Description</b>	<p><b>Leading for Results</b> is a unique development programme that provides experienced managers with crucial skills for performance-oriented leadership in a globalised business environment. The programme will equip you with a concrete strategy for transforming your leadership abilities. You will learn how to communicate a compelling vision that will inspire others to perform beyond even their own expectations.</p> <p>This program goes beyond discussions of leadership capabilities and focuses on transforming experienced managers into leaders who will set direction and provide a results-oriented vision for teams and individual employees.</p> <p>Participants are required to take part in a detailed self-assessment and 360° feedback prior to starting the programme and, three months after the programme, faculty follow up with participants on their personal action plans to check on the implementation process. During their time at INSEAD, participants are taken through case studies, group discussions and will explore themes including setting direction, aligning resources, inspiring action and developing capabilities.</p>
<b>Eligibility</b>	<p><b>Leading for Results</b> is designed for executives who can impact organisational results by inspiring extraordinary achievement.</p> <p>Participants are typically middle or senior managers with more than six years' experience managing people. They have significant line or functional responsibilities, often crossing multiple countries, and high potential for more senior leadership positions.</p> <p>The programme is particularly beneficial for those who have already made the transition from managing individual contributors to managing other managers.</p>

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