



SENIOR EXECUTIVES IN STATE AND LOCAL GOVERNMENT

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HARVARD Kennedy School

Executive Education

YOU'RE HERE TO MAKE A DIFFERENCE.™



SENIOR EXECUTIVES IN STATE AND LOCAL GOVERNMENT

Senior executives in state and local governments today face greater demands from a skeptical public than at any time in recent history. To exercise effective leadership in this difficult environment, leaders in government and nonprofit organizations need the knowledge and skills to develop creative solutions under tight constraints and increased public scrutiny.

The **Senior Executives in State and Local Government** program provides a balance of traditional and hands-on learning experiences to help seasoned public officials meet the changing needs of their constituents and communities. This program enables participants to become more effective public managers by:

- » Challenging assumptions about how to exercise leadership in the public sector
- » Developing new conceptual frameworks for addressing policy issues
- » Examining innovative partnerships and new models of collaborative governance
- » Exploring the relationship between citizens and their government
- » Understanding the behavioral dimensions of decision making
- » Exchanging ideas with experienced faculty and a diverse group of colleagues

This three-week program operates as an interactive classroom where participants learn from each other and work together with the faculty on real-life case studies. The classroom serves as a forum for raising difficult issues and practicing the skill of creating and maintaining conversations that lead to change.

“I would urge anyone in public service to try to take advantage of this outstanding program. It made me better equipped to work with and negotiate with colleagues to cause meaningful legislation to be passed.”

– HONORABLE MARY BROADAWAY
STATE REPRESENTATIVE
ARKANSAS GENERAL ASSEMBLY
CAHN PUBLIC SERVICE FELLOWSHIP RECIPIENT



CURRICULUM

The program curriculum is centered on the case method pioneered at Harvard. Participants will analyze and discuss cases selected to provoke insight into a wide array of strategic management and leadership issues. Each case is a real-life situation that stimulates participants to think through problem-solving methods and possible solutions. In the last two weeks of the program, participants will work on cases based on the actual challenges in both their own organizations and those of their peers. This activity serves to bridge the gap between conceptual learning and real-life experience. Key topics covered will include:

- » Leadership – Exercising leadership without authority, and analyzing and managing dynamics that impede progress
- » Negotiations – Moving beyond positional bargaining to build strong, resilient relationships with key partners
- » Public/Private Partnerships – Creating new and non-traditional alliances among the public, private, and nonprofit sectors to build support for effective solutions
- » Cooperative Governance – Developing new operational methods and governance arrangements that can increase capacity and reduce costs
- » Behavioral Decision Making – Reducing decision biases in an organization and designing smart accountability systems for decision making
- » Microeconomics – Employing the tools of economics to develop a sharper understanding of fiscal issues and public goods

WHO SHOULD ATTEND

This program is designed for 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.



**TO APPLY OR LEARN ABOUT PROGRAM DATES,
CURRICULUM, TUITION, AND MORE, PLEASE VISIT**

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Admission is competitive and based on professional achievement and organizational responsibility. There are no formal educational requirements; however, fluency in written and spoken English is a necessity for participation.

FACULTY CHAIR



David C. King is Senior Lecturer in Public Policy at Harvard Kennedy School and Faculty Chair of the MPA programs. He also chairs Harvard's Program for Newly Elected Members of the U.S. Congress. He lectures on the U.S. Congress, political parties, and election reform. Professor King joined the Harvard faculty in 1992.

In the wake of the 2000 presidential elections, Professor King directed the Task Force on Election Administration for the National Commission on Election Reform, chaired by former presidents Gerald Ford and Jimmy Carter. That effort culminated in landmark voting rights legislation signed by President Bush in late 2002. He later oversaw an evaluation and new management structure for the Boston Election Department.

David King is co-author of *The Generation of Trust: Public Confidence in the U.S. Military Since Vietnam* (2003); author of *Turf Wars: How Congressional Committees Claim Jurisdiction* (1997); and co-editor of *Why People Don't Trust Government* (1997). An award-winning speaker, Professor King's work is highlighted in Bill Smoot's *Conversations with Great Teachers* (2010).



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