

Harvard Kennedy School Executive Education Program for the  
Kuwait Foundation for the Advancement of Science:  
**Navigating Change: Decision-Making, Negotiation and Leadership Strategies**  
*Sunday, June 9<sup>th</sup> – Friday, June 14<sup>th</sup> 2024*  
*Cambridge, Massachusetts, USA*

### **Background**

In daily decisions, we all operate from a certain set of assumptions by which we move forward our objectives and aims. Whether we know it or not, we are often guided by our decision-making, negotiation, and leadership skills and tactics built in the past, and often by instinct.

However, times of great change and upheaval demand enlightened leadership.

In short, managers and leaders are encountering arenas in which authority is more diffuse, issues are more complex, and knowledge, collaborative processes and negotiation skills to arrive at better solutions are more important than ever. These dynamics require an openness to new thinking to face an increasingly complex tapestry of economic, political, and social challenges in response to rapidly accelerating changes.

### **Program Objectives**

This customized program explores new methods of working across traditional sectors and organizational divisions to identify, understand, and address emerging business and public problems. Led by Professor Kessely Hong, the Harvard Kennedy School faculty team has designed an interactive curriculum specifically tailored to address the challenges and opportunities presented to managers, equipping them with the collaborative and innovative tools needed in today's reality.

The program will focus on understanding how to recognize and adapt to a changing environment to lead your organization, notice changes in circumstances and identify key information, make difficult decisions, and negotiate to build support among internal and external stakeholders.

Learning goals in the curriculum will include:

- Anticipating and adapting to changes in the environment
- Noticing information gaps and collecting critical information
- Building strategies to learn about different perspectives and achieve consensus to move forward
- Identifying group decision-making biases and developing strategies to improve group decision-making
- Building and maintaining a network to create value
- Developing strategies to adapt your leadership style and motivate others
- Advocating for your own interests to claim value through negotiation
- Creating value through negotiation
- Understanding interests and relationships in multi-stakeholder negotiations to build winning coalitions
- Designing processes to gain buy-in and manage complex information
- Evaluating sources of power in negotiation
- Using feedback to improve leadership and negotiation

### **Program Format**

This intensive program features interactive lectures, exercises, simulations and films. By taking part in exercises and simulations, participants receive valuable feedback on their assumptions, strategies and techniques from fellow participants and program faculty. In particular, by comparing different outcomes achieved by other groups to their own, participants can expand their concept of what is possible, learn new methods, and modify their skills for better results.

### **Program Faculty**

The program will be chaired and led by Harvard Kennedy School Faculty Kessely Hong. Additional Harvard faculty members will be confirmed based on their expertise and availability as well as interest from KFAS. Tentative Faculty are listed below, however, please note that the final Faculty team will be confirmed two months before the program start date.

**Julie Battilana** is the Joseph C. Wilson Professor of Business Administration in the Organizational Behavior unit at Harvard Business School and the Alan L. Gleitsman Professor of Social Innovation at Harvard Kennedy School. Professor Battilana studies the politics of change in organizations and in society. Her research examines the processes by which organizations and individuals initiate and implement changes that diverge from the taken-for-granted norms in a field of activity. Such divergent changes are particularly challenging to implement because they require not only breaking with existing norms, but also convincing others to rally behind the change. Professor Battilana's research aims to elucidate what it takes to initiate divergent change, and how to succeed in its implementation. She has articles published in the Academy of Management Annals, Academy of Management Journal, Harvard Business Review, Journal of Business Ethics, Leadership Quarterly, Management, Management Science, Organization, Organization Science, Organization Studies, Research in Organizational Behavior, and Strategic Organization. Her research has been featured in publications like Businessweek, Forbes, Huffington Post, and Stanford Social Innovation Review. She was also previously a regular contributor to the French newspaper Le Monde.

**Kessely Hong** is a Lecturer in Public Policy and the Faculty Chair of the MPA Programs and the Mid-Career MPA Summer Program at the Harvard Kennedy School. She teaches both Degree Program as well as Executive Education students in the areas of negotiation and decision-making. Kessely was presented with the Manuel C. Carballo Award for Excellence in Teaching by the graduating class of 2015. She was awarded the 2018 Holly Taylor Sargent Prize by the Women and Public Policy Program, for her work to advance the opportunities, situation and status of women within the HKS community. Kessely is interested in exploring strategies low-power or low-status parties can use to influence others through negotiation. She collaborated with a team of colleagues funded by the Hewlett Foundation Madison Initiative to develop teaching materials that demonstrate tools to make progress in partisan legislative negotiations. Before coming to the Kennedy School, Kessely worked for the management consulting firm McKinsey and Company and taught English in Ecuador. She earned her

PhD in Public Policy and MPA from the Harvard Kennedy School, where she won the Dean's Award for Excellence in Student Teaching; her BA is from Harvard College.

**Matt Andrews** is Senior Lecturer in Public Policy at the Harvard Kennedy School. His research focuses on public sector reform, particularly budgeting and financial management reform, and participatory governance in developing and transitional governments. Recent articles focus on forging a theoretical understanding of the nontechnical factors influencing success in reform processes. Specific emphasis lies on the informal institutional context of reform, as well as leadership structures within government-wide networks. This research developed out of his work in the provincial government of Kwa-Zulu Natal in South Africa and more recently from his tenure as a Public Sector Specialist working in the Europe and Central Asia Region of the World Bank. He brings this experience to courses on public management and development. He holds a BCom (Hons) degree from the University of Natal, Durban (South Africa), an MSc from the University of London, and a PhD in Public Administration from the Maxwell School, Syracuse University.

**Max H. Bazerman** is Jesse Isidor Straus Professor of Business Administration at the Harvard Business School and the Co-Chair of the Behavioral Insights Group at the Harvard Kennedy School. Max's research focuses on decision making, negotiation, and ethics. He is the author, co-author, or co-editor of twenty books (including *The Power of Noticing*, Simon and Schuster, 2014; and *Blind Spots* [with Ann Tenbrunsel], Princeton University Press, 2011) and over 200 research articles and chapters. He is a member of the editorial boards of the *American Behavioral Scientist*, *Journal of Management and Governance*, *Mind and Society*, *Negotiations and Conflict Management Research*, *Psychological and Personality Science*, and *The Journal of Behavioral Finance*. Also, he is a member of the international advisory board of the *Negotiation Journal*. Max was named the Harvard Kennedy School's Advisory of the Year in 2014. In 2009, Max won both the Wyss Award for doctoral student mentoring and the Williams Award for teaching excellence at the Harvard Business School. His former doctoral students have accepted positions at leading business schools throughout the United States, including the Kellogg School at Northwestern, the Wharton School at the University of Pennsylvania, the Fuqua School at Duke, the Johnson School at Cornell, Carnegie-Mellon University, Stanford University, the University of Chicago, Notre Dame, Columbia, and the Harvard Business School.

### **Who Should Attend?**

This program is designed to serve mid-level professionals from private sector and non-profit organizations. All participants should be prepared to dedicate themselves fully to their studies during the program, and will be expected to take responsibility for completing all assignments and interacting fully with their colleagues. You should only participate in this program if you can commit to attending all class and preparation sessions across all days of the program. All participants must have fluency in written and spoken English.

Because many of the simulations will be run electronically, participants must bring a laptop with them. (Note that a phone or tablet with internet access will not be sufficient.)

### **Health and safety**

The health, safety, and well-being of the HKS community is our top priority. As we continue to monitor the health and safety protocols provided by the U.S. Centers for Disease Control and Prevention, the State of Massachusetts, and Harvard University, we will continue to adjust as the public health situation changes.

As of May 1, 2023, HKS Executive Education participants are no longer required to attest to their COVID-19 vaccination status prior to attending an in-person program. We do, however, continue to recommend participants stay up to date with current COVID-19 vaccinations.

### **Certificate of Completion and Alumni Status:**

Upon successful completion of this program, participants will receive a Certificate of Completion from the Harvard Kennedy School of Government, Executive Education. Certificates are distributed at the end of the program; full attendance and participation is required to earn a certificate. Participants will then join the Harvard Kennedy School Executive Education Alumni community.

### **HKS Executive Education Alumni Status**

- **Alumni Status:** Participants are considered HKS Executive Education Alumni (HKS EE Alumni)
- **Events:** HKS EE Alumni are invited to attend events hosted by Harvard Kennedy School Alumni Relations, HKS Regional Alumni Associations, and by Executive Education representatives who are traveling, both domestically and internationally. Invitations will be sent via email.
- **Email Newsletters:** HKS EE alumni will be automatically subscribed to the HKS Executive Education Alumni monthly newsletter - The Exec Ed Exchange as well as the HKS Alumni Relations bi-monthly newsletter - Alumni Connect.