

Harvard Kennedy School Executive Education Program for
the Kuwait Foundation for the Advancement of Science:

Navigating Change: Decision-Making, Negotiation and Leadership Strategies

Sunday, May 15th –

Friday, May 20th 2022

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 impactful and 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 leading successful teams to navigate challenges
- 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.

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.

Francesca Gino is the Tandon Family Professor of Business Administration in the Negotiation, Organizations & Markets Unit at Harvard Business School. She is also formally affiliated with the Program on Negotiation at Harvard Law School, with the Mind, Brain, Behavior Initiative at Harvard, and with the Behavioral Insight Group at Harvard Kennedy School. Professor Gino has won numerous awards for her teaching, including the *HBS Faculty Award* by Harvard Business School's MBA Class of 2015, and for her research, including the 2013 Cummings Scholarly Achievement Award, from the Academy of Management Organizational Behavior Division. In 2015, Francesca was chosen by *Poets & Quants* to be among their "40 under 40", a listing of the world's best business school professors under the age of 40. In 2017, she was chosen by Thinkers50 as one of the top most influential management thinkers in the world. Professor Gino's research focuses on why people make the decisions they do at work, and how leaders and employees have more productive, creative and fulfilling lives. Her work has been published in academic journals in both psychology and management, as well as in numerous book chapters and practitioner outlets. Her studies have also been featured in *The Economist*, *The New York Times*, *Newsweek*, *Scientific American*, *Psychology Today*, and *The Wall Street Journal*, and her work has been discussed on National Public Radio and CBS Radio. In addition to teaching, Professor Gino advises firms and not-for-profit organizations in the areas of negotiation, decision-making, and organizational behavior. Professor Gino is the author of *Sidetracked: Why Our Decisions Get Derailed and How We Can Stick to the Plan* (HBR Press, 2013) and *Rebel Talent: Why It Pays To Break The Rules At Work And In Life* (DeyStreet, 2018).

TENTATIVE - 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.

Additional faculty to be announced

Who Should Attend?

This program is designed to serve Kuwaiti mid-level professionals from across all sectors. 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

Please be assured that the health and safety of our community is a top priority. All HKS Executive Education participants are required to be fully vaccinated with a Covid-19 vaccine prior to coming to campus, meaning at least 2 weeks have passed since receiving the final dose of a vaccine that has been approved by either the [World Health Organization \(WHO\)](#) or the [US FDA](#). In addition, all those who are eligible for a booster shot based on [US guidance](#) must have received their shot prior to arrival, regardless of country of origin.

HKS Executive Education participants agree to abide by any HKS COVID-19 health and safety protocols in place, which are based on federal, state, local and Harvard University guidance. Protocols may include regular COVID testing, usage of face coverings, and confirming wellness. Current protocols are available on our [website](#), and more information about the guidelines in place at the time of your program will be provided closer to the start.

Participants will be asked to attest to their vaccination status and to agree to abide by the protocols prior to the start of the program. They will also need to bring proof of vaccination with them to campus, as they may be asked to provide it as part of any contact tracing efforts, should the need arise. In addition, the city of Boston and many venues in the area require proof of vaccination to enter.

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 ExecEd Exchange as well as the HKS Alumni Relations bi-monthly newsletter - Alumni Connect.