



SENIOR MANAGERS IN GOVERNMENT



HARVARD Kennedy School
Executive Education



THE PROGRAM

A constantly changing world requires flexible and innovative leaders. Today's senior managers in government face a variety of complex challenges, ranging from the effects of globalization to quantum leaps in information technology. Underscoring these challenges is the need to operate efficiently in the face of financial uncertainty. Successful performance in this dynamic context demands skill, insight, and an ever-expanding range of talents and tools.

Senior Managers in Government (SMG) provides senior executives in the federal government, other national governments, and international organizations with the cutting-edge skills necessary to thrive. Participants from around the world come together with expert Harvard faculty for intensive sessions that enhance the core leadership skills needed to address public sector concerns within large organizations.

The course focuses on the multi-dimensional issues faced by senior managers including:

- Policy development
- Political strategy
- Performance management
- Organizational design
- Negotiation
- Leadership



Roger B. Porter, Faculty Chair

THE CURRICULUM

The Harvard case method is central to Harvard Kennedy School teaching. Each case describes an actual situation in public management and serves as a stimulus for participants to think through possible approaches and solutions to real-world problems. Participants will reflect upon their professional experiences and will meet daily in small groups, as well as in class sessions to discuss cases and exchange ideas.

It has been the experience of Harvard Kennedy School faculty that the best learning environment for executives emerges when participants come together from diverse venues but with broadly comparable positions. Participants are urged to share their insights and to test them against the experience and views of their peers. This practice helps to transform participants into reflective practitioners who recognize their own strengths and limitations and are more aware of the perspectives of others.

WHO SHOULD APPLY

Senior Managers in Government is designed for elected, appointed, and senior career officials in the Senior Executive Service and their military, private sector, and international counterparts.

Federal government participants will experience a unique opportunity to gain perspectives on public policy and management, strengthen their leadership skills, and gain new insights into managerial practice, while learning and working with other high-level executives.

International participants will interact with American governmental and agency leaders whose experience transcends national borders to learn about management systems and methods.

Nonprofit sector participants will examine best practices in public sector management, share insights on their unique agency demands and needs, and learn with executives facing similar concerns in different arenas.

Private sector participants will have an unparalleled opportunity to gain perspectives on decision making within government and to share their understanding of the corporate world.

“The **SMG** program was a great opportunity for me to broaden my thinking and way of looking at issues facing us today. The participant interaction could not have been better. I'd highly recommend the opportunity to others.”

ROBERT McFADDEN, WARDEN, UNITED STATES MEDICAL CENTER FOR FEDERAL PRISONERS

www.hks.harvard.edu/ee/smg

ADMISSION

Senior Managers in Government is a three-week program offered each July at Harvard Kennedy School.

To apply for **Senior Managers in Government** or for information on program dates, application deadlines, and tuition, please visit www.hks.harvard.edu/ee/smg.

Early application is encouraged as this program often fills to capacity. Because of the interactive nature of this program, the number of participants is limited. Applications received after the deadline will be considered only if space remains in the class. Because the time required to obtain a visa can be lengthy, we encourage applicants from outside the United States to apply at least 12 weeks before the program start date.

Candidates are the SES-level or its equivalent in military, nonprofit, private, or international settings. Admission is based on the candidate's depth of experience, range of responsibility, and the commitment of the sponsoring organization to the future advancement of the individual. There is no formal educational requirement, but fluency in written and spoken English is a necessity for the program.

FACULTY CHAIR

Roger B. Porter is IBM Professor of Business and Government. Joining the John F. Kennedy School of Government faculty in 1977, he has served for more than a decade in senior economic policy positions in the White House, including Assistant to the President for Economic and Domestic Policy from 1989-1993. He served as Director of the White House Office of Policy Development in the Reagan Administration and as Executive Secretary of the President's Economic Policy Board during the Ford Administration. He is the author of several books on economic policy, including *Presidential Decision Making* and *Efficiency, Equity and Legitimacy: The Multilateral Trading System at the Millennium*. Porter received his BA from Brigham Young University and was a Rhodes Scholar at Oxford University where he received his BPhil degree. He was a White House Fellow from 1974-1975 and received his MA and PhD degrees from Harvard University.

“Senior Managers in Government was an immersive and intellectually challenging experience. It brought together an energetic group of senior government leaders and an engaging, experienced faculty. The rich and relevant analytical discussions across multiple topic areas complemented the unique perspectives of the participants. The faculty provided valuable leadership lessons and my classmates left me with lifelong friendships across the globe.”

ALI E. QURESHI, DEPUTY CHIEF ADMINISTRATIVE OFFICER,
U.S. HOUSE OF REPRESENTATIVES



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**“Leadership and learning are
indispensable to each other.”**

John F. Kennedy

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