



HARVARD CLUB OF AUSTRALIA  
PROGRAM FOR NON-PROFIT LEADERS

# Non-profit Success Built on Engaged Talent

Achieving strategic advantage through innovative practices.  
For Leaders of Non-Profit Organisations



Presented by Harvard Business School Professor Felix Oberholzer-Gee  
Monday 28 August to Tuesday 29 August, 2023  
Fishburners, Wynyard, Sydney

Australian  
Scholarships  
FOUNDATION

Supported by the Australian Scholarships Foundation

## DESCRIPTION

This course is designed for senior executives of not-for-profit organisations and social enterprises with responsibility for strategy, leadership and organisational performance. It will be presented by Professor Felix Oberholzer-Gee.

Attracting and retaining talent is a particular challenge for non-profit organisations and social enterprises that are unable to offer highly generous compensation packages and well-defined career paths. In this course, we explore avenues to strengthen the competitive position of these organisations in the job market. We will learn from for-profit organisations that have found success matching individuals to specific jobs, gig-economy ventures that face particularly volatile staffing situations, and social enterprises that turn challenges in the job market to their advantage.

Take this opportunity to step away from your day-to-day responsibilities and look at your situation through a new lens with world-class faculty alongside a diverse network of accomplished executive peers. Immerse yourself in this proven learning experience and develop a broader perspective of the challenges facing your organisation and your leadership capabilities.

## PREVIOUS COMPANY DELEGATES

- ACT Disability Aged and Carer Advocacy Service
- Aged Rights Service
- Australian Chamber Orchestra
- Australian Council for International Development
- Australian Drug Foundation
- Australian Environmental Grantmakers Network
- Baptist Care
- Bendigo Community Health Services
- Connections UnitingCare
- Country Fire Authority
- Doctors Without Borders
- Early Childhood Management Services
- Gumala Investments Pty Ltd
- HammondCare
- Healthy Waterways Ltd
- Jesuit Refugee Service
- Junction Australia
- Lung Foundation Australia
- Manjeri School Project
- Merrimu
- Native Title Services Victoria Ltd
- OzHelp Foundation
- Plenty Valley Community Health
- ReachOut Australia
- The Smith Family
- Vision Australia
- Volunteering
- Wesley Mission
- Westmead Medical Research Foundation

# PROGRAM CONTENT

The course has three focus areas:

## **Purpose and culture:**

“Culture eats strategy for breakfast,” they claim. Does this apply to not-for-profit organisations? When are purpose and culture merely beautiful words in the organisation’s annual report? When do they have the power to attract and retain talented staff and volunteers? We will look to purpose-led organisations to see how they create a deeper level of staff engagement.

## **Quality of management:**

Across the countries in the OECD, 60% of employees leave their current position due to “conflicts with their manager.” What is so difficult about managing people? What tools and techniques can we offer team leaders to do better? What are the trends in management that lend themselves to implementation in social enterprises and not-for-profit organisations?

## **Application to your organisation:**

While it is interesting to study other organisations and learn from them, ultimately, what matters is how we apply these lessons to our own organisations. The course offers an opportunity to do just that. We will go through a structured exercise that will highlight opportunities to improve your organisation’s standing in an increasingly competitive market for talent.

## WORLD CLASS FACULTY



### FELIX OBERHOLZER-GEE

ANDREAS ANDRESEN PROFESSOR  
OF BUSINESS ADMINISTRATION

Felix Oberholzer-Gee is the Andreas Andresen Professor of Business Administration at Harvard Business School. An award-winning instructor, his academic work and consulting are focused on competitive strategy and the effects of digital technology on corporate performance. His research has been published in the very best, peer-reviewed journals of his profession and profiled by media outlets around the world, including *Financial Times*, *Le Figaro*, *New York Times* and *Wall Street Journal*.

Oberholzer-Gee teaches competitive strategy in the HBS MBA program and in executive education courses such as the Harvard General Management Program. He serves as faculty chair of the Senior Executive Leadership Program for China, the Driving Digital Strategy and the Managing Turbulence programs. He has held various leadership roles at HBS, including chair of the MBA program and Senior Associate Dean for the school's global research centres.

He is a co-host, with his colleague Mihir Desai, of the popular TED Audio podcast, *After Hours*. Among his happiest times are when he is cooking and eating (not necessarily in this order.)

**Felix Oberholzer-Gee and Harvard colleagues host, the popular TED Audio podcast, *After Hours* that discusses and debates current events that sit at the crossroads of business and culture. The show is informed by the hosts' expertise as professors at one of the world's leading business schools — and their takes are always fun, surprising, unconventional and insightful.**

**Listen to *After Hours* on Apple Podcasts, Spotify or wherever you get your podcasts.**





**Fishburners, located in the centre of Sydney, above Wynyard Station is a world-class hub for entrepreneurs and tech enabled founders. The conference space offers a light and creative space for an energetic learning experience.**

## WHO SHOULD ATTEND?

The program is aimed at CEOs and senior leaders of charitable not-for-profit organisations or social enterprises. The organisations they lead must, in the opinion of HCA, generally fit one or more of the following criteria:

- has a charitable, community-public benefit or poverty relief purpose, as indicated by whether the NFP has Australian Tax Office TCC and/or DGR status, or “registered charity” status
- is a social enterprise or business (organisations using a business model to provide a social benefit) and which may not have TCC/DGR
- other organisations with a community or public benefit purpose (generally evidenced by a “formal” governance structure, voluntary participation by members and independence from government) that do not fit the above categories.

## PROGRAM REGISTRATION

**(Not-for-profit/social enterprises only)**

Visit [www.harvardclub.org.au](http://www.harvardclub.org.au)  
for an Application Form.

Applications are due four weeks before the program start date. Early registration is recommended.

Registration closes on 31 July 2023.

## PROGRAM FEE

A\$1,950 + GST per participant

Program is two-days including morning tea, lunch, a cocktail networking event and instruction material.

Early bird registrations are A\$1,650 + GST  
before 31 May 2023.

For five or more registrations from the same organisations, the fee will be A\$1,650 + GST each.

## FOR MORE INFORMATION

Please contact Catherine Barrett, Program Manager

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or Melinda Muth, Program Director  
[programs@harvardclub.org.au](mailto:programs@harvardclub.org.au)