



HARVARD CLUB OF AUSTRALIA
PROGRAM FOR NON-PROFIT LEADERS

Innovative People Practices for Non-Profit Success



Presented by Harvard Business School Professor Ethan Bernstein
Monday 29 July to Tuesday 30 July
Sydney Start-Up Hub Level 1, 11 York Street

Australian
LeadershipHub
DEVELOPING FOR-PURPOSE LEADERS

Supported by the Australian Leadership Hub

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 Ethan Bernstein.

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 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 leadership and 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.

INNOVATIVE PEOPLE PRACTICES FOR NON-PROFIT SUCCESS



PROFESSOR ETHAN BERNSTEIN

EDWARD W. CONARD ASSOCIATE PROFESSOR
OF BUSINESS ADMINISTRATION

Ethan Bernstein is an associate professor in the Organisational Behaviour unit at the Harvard Business School. He teaches the second-year MBA course in Managing Human Capital, the Harvard Business School Online course on Developing Yourself as a Leader, and various executive education programs. He previously taught the first-year MBA course in Leadership and Organisational Behaviour (LEAD), an MBA immersive field course in Tokyo on Innovation and Leadership through the Fusion of Digital and Analog, and a PhD course on the craft of field research.

In an era when the nature of work is changing, Professor Bernstein studies the impact of workplace transparency—the observability of employee activities, routines, behaviours, output, and/or performance—on productivity, with implications for leadership, collaboration, organisation design, and new forms of organising.

Prior to joining the faculty, Professor Bernstein spent a half-decade at The Boston Consulting Group in Toronto and Tokyo. Tapped by Elizabeth Warren to join the implementation team at the Consumer Financial Protection Bureau, he spent nearly two years in executive positions, including Chief Strategy Officer and Deputy Assistant Director of Mortgage Markets, at the newest United States federal agency.

Professor Bernstein earned his doctorate in management at Harvard, where he also received a JD/MBA degree. While a doctoral student, he was a Kauffman Foundation Fellow in Law, Innovation, and Growth, and he remains a member of the New York and Massachusetts Bar Associations. He holds an AB in Economics from Amherst College, which included study at Doshisha University in Kyoto.



Sydney Start-Up Hub, 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 <https://scholarships.org.au> for application details and contact info@leadershiphub.org.au for an Application Form.

Application information also available at www.harvardclub.org.au

Applications are due four weeks before the program start date. Early registration is recommended. Registration closes on 1 July 2024.

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\$1,750 + GST before 1 May 2024.

For five or more registrations from the same organisations, the fee will be A\$1,750 + GST each.

FOR MORE INFORMATION

Please contact Gemma Courtney, Program Manager gemma.courtney@leadershiphub.org.au or Melinda Muth, Program Director programs@harvardclub.org.au