

	Monday, February 23	Tuesday, February 24	Wednesday, February 25	Thursday, February 26	Friday, February 27	Saturday, February 28
7:00 AM		7:00 - 8:00 AM	7:00 - 8:00 AM		7:00 - 8:00 AM	7:00 - 8:00 AM
		Breakfast at Spangler	Breakfast at Spangler	Breakfast at Spangler	Breakfast at Spangler	Breakfast: Penthouse
7:30 AM						
8:00 AM		8:00 - 9:00 AM	8:00 - 9:00 AM		8:00 - 9:00 AM	8:00 - 9:00 AM
8:30 AM		Study Groups	Study Groups	Study Groups	Study Groups	Study Groups
0.50 AW						
9:00 AM			9-9:10 am MORNING CHECK IN			
		9:10 - 10:40 AM	9:10 - 10:40 AM	9:10 - 10:40 AM	9:10 -10:40 AM	9:10 - 10:40 AM
9:30 AM						
		Dan Fenn	Nancy Katz	Nancy Katz	Nancy Katz	Peter Zimmerman
10:00 AM		Political Management	Leading Teams	ŭ	Leading Teams	Strategy, Leadership, and Change
		Job Corps	Datavision		Overhead Reduction Task Force II	Aravind Eye Hospital
10:30 AM		10:40 - 11:00 AM	10:40 - 11:00 AM	10:40 - 11:00 AM	10:40 - 11:00 AM	10:40 - 11:00 AM
44.00 484	AA-OO AM OOO DM De vietseties	Break 11:00 - 12:30 PM	Break 11:00 AM - 12:30 PM		Break 11:00 AM - 12:30 PM	Break 11:00 - 12:30 PM
11:00 AM	11:00 AM - 2:00 PM Registration at SFP	111.00 - 12:30 PW	1 1.00 AIVI - 12:30 PIVI	11.00 AIVI - 12:30 PIVI	11.00 AW - 12.30 PW	11.00 - 12:30 PW
11:30 AM	al SFP	Ted Marmor	Ted Marmor	Dan Fenn	Nancy Katz	Ron Ferguson
11.30 AW		Political Analysis	Models and Realities		Leading Teams	Data and Causation II
12:00 PM		Cuban Missile Crisis	Vietnam and Iraq	Political Mapping	Leading Teams	Data and Causation ii
12.00 T W		Cubari Wissiic Orisis	Victiaiii and maq	ontical Mapping		
12:30 PM		12:30 - 2:00 PM	12:30 - 1:30 PM	12:30 - 1:30 PM	12:30 - 1:30 PM	12:30 - 1:30 PM
12.50 T W		Lunch: Penthouse	Lunch: Penthouse		Lunch: Penthouse	Lunch: Penthouse
1:00 PM		Larion: 1 character	Larion: 1 character	Larion: Faasman Bo	Editorii i Gridiodeo	Lanon: 1 onthodo
				Ted - Health Care		
1:30 PM					1:30 - 2:15 PM	
			1:30- 3:00 PM	1:30 - 3:00 PM		
2:00 PM		2:00 - 3:30 PM	Ī		Marty Linsky	Tour of Concord and Lexington
	2:30 - 4:00 PM		Ron Ferguson	Ted Marmor	Working With the Media I	
2:30 PM	Orientation/Introductions	Pete Zimmerman	Data and Causation I	Political Analysis		**Please wear comfortable shoes**
		Decision Making and Strategy		Applications	Break from 2:15 - 2:30 PM	
3:00 PM		Woolsey and Aldrich Ames			2:30 - 3:30 PM	
			Break from 3:00 - 3:20 PM		Marty Linsky	
3:30 PM		Break from 3:30 - 3:50 PM	3:20-4:50 PM		Working with the Media II	
		3:50-5:00 PM			Break from 3:30 - 3:45 PM	
4:00 PM	4:30 - 6:00 PM	Peter Zimmerman	Dan Fenn		3:45 - 5:00 PM	
4.00 5:	Pete Zimmerman	Program Overview	Political Management	Decision Making and Leadership		
4:30 PM	Carson National Forest		Change of Management	Paul O'Neill at ALCOA and OMB	worкing With the Media III	
5:00 PM	Debrief: Dan Fenn, Ted marmor					
3.00 FIVI						
5:30 PM						
J.JU FIVI						
6:00 PM	6:00 - 7:30 PM	6:00 - 7:30 PM	6:00 - 7:30 PM	6:00 - 7:30 PM	6:00 - 7:30 PM	5:30 - 7:30 PM
3.00 i ivi	Reception & Opening Dinner	Dinner: Taubman BC	Dinner in the Penthouse	1.001 111	7.00 1 111	7.00 1 111
6:30 PM	in the Penthouse		- mail in the control of the control	Dinner on Your Own	PIZZA PARTY	Dinner at the Colonial Inn
	Business Attire	Movie: Thirteen days	special guest		at Soldiers Field Park	
7:00 PM	7:30 pm Buses depart from				in apartment 12B	
	HKS for SFP					
7:30 PM						

	Monday, March 2	Tuesday, March 3	Wednesday, March 4	Thursday, March 5	Friday, March 6
7:00 AM	7:00 - 8:00 AM	7:00 - 8:00 AM	7:00 - 8:00 AM	7:00 - 8:00 AM	7:00 - 8:00 AM
	Breakfast at Spangler	Breakfast at Spangler	Breakfast at Spangler	Breakfast at Spangler	Breakfast at Spangler
7:30 AM					
8:00 AM	8-9:00 AM	8-9:00 AM	8:00 - 9:00 AM	8:00 - 9:00 AM	8:00 - 9:00 AM
	Study Groups	Study Groups	Study Groups	Study Groups	Study Groups
8:30 AM					
9:00 AM			9-9:10 am MORNING CHECK IN	ļ	
	9:10 - 10:40 AM	9:10 - 10:40 AM	9:10-10:40 AM	9:10 - 10:40 AM	9:10 - 10:40 AM
9:30 AM					
	Gary Orren	Gary Orren	Gary Orren	Hannah Riley Bowles	Hannah Riley Bowles
10:00 AM	Principles of Persuasion I	Principles of Persuasion IV	Principles of Persuasion V	Negotiations I	Negotiations II
10:30 AM	10:40 - 11:00 AM	10:40 - 11:00 AM	10:40 - 11:00 AM	10:40 - 11:00 AM	10:40 - 11:00 AM
	Break	Break	Break	Break	Break
11:00 AM	11:00 AM - 12:30 PM	11:00 AM - 12:30 PM	11:00-12:30 PM	11:00 AM - 12:30 PM	11:00 AM - 12:00 PM
11:30 AM	Gary Orren	Steve Kelman	Gary Orren	Dan Fenn	Hannah Riley Bowles
	Principles of Persuasion II	Performance Management	Principles of Persuasion VI	Political Management	Negotiations II
12:00 PM		AT&T		Hamilton and Jefferson	
12:30 PM	12:30 - 2:00 PM	12:30 - 2:00 PM	12:30 - 2:00 PM	12:30 - 1:30 PM	12:00 - 1:30 PM
	Lunch: Penthouse	Lunch: Penthouse	Lunch: Penthouse	Lunch: Penthouse	Lunch: Penthouse
1:00 PM					Ron Achievement
1:30 PM					
2:00 PM	2:00 - 3:30 PM	1:30 - 3:00 PM	2:00 - 3:30 PM	2:00 - 3:30 PM	1:30- 3:00 PM
2:30 PM	Gary Orren	Steve Kelman	Steve Kelman	Dan Fenn	Hannah Riley Bowles
3:00 PM	Principles of Persuasion III	Performance Management COMPSTAT	Performance Management DC Performance Measurement	Political Management Sabina Sims	Negotiations III Stone container
3.00 PIVI		Break from 3:00 - 3:20 PM	DC Feriorinance ivieasurement	Sabiria Sirris	Free For Weekend
3:30 PM	3:30 - 6:00 PM	3:20-4:50 PM	3:30 - 6:00 PM	Break from 3:30 - 3:50 PM	Tree For Weekend
		Dan Fenn		3:50 - 4:30 PM	1
4:00 PM		Political Management		Pete Zimmerman	
		White House Carves the Turkey &		Decision Making and Leadership	
4:30 PM		Spilling the beans in Owaho		Participant cases	
5:00 PM					
5:30 PM					
6:00 PM	6:00 - 7:30 PM	6:00 - 7:30 PM	6:00 - 7:30 PM	6:00 - 7:30 PM	
	Dinner in the penthouse	Dinner at Spangler		Dinner at Spangler	
6:30 PM			Dinner on your own		
	Watch 12 Angry Men				
7:00 PM					
7:30 PM					
8:00 PM					
8:30 PM			Week 2		
9:00 PM					

Monday, March 9	Tuesday, March 10	Wednesday, March 11	Thursday, March 12	Friday, March 13
7:00 - 8:00 AM	7:00 - 8:00 AM	7:00 - 8:00 AM	7:00 - 8:00 AM	7:00 - 8:00 AM
Breakfast at Spangler	Breakfast at Spangler	Breakfast at Spangler	Breakfast at Spangler	Breakfast at Spangler
8:00 - 9:00 AM	8:00 - 9:00 AM	8:00 - 9:00 AM	8:00 - 9:00 AM	8:00 - 9:00 AM
Study Groups	Study Groups	Study Groups	Study Groups	Study Groups
Participant cases	Participant cases	Participant cases	Participant cases	Participant cases
		9-9:10 am MORNING CHECK	IN	
9:10 - 10:40 AM	9:10 - 10:40 AM	9:00 - 10:45 AM	9:10 - 10:40 AM	9:10 - 10:40 AM
Steve Kelman	Roger Porter	Dan Fenn	Roger Porter	Pete Zimmerman
Organizational Design	Policy Development III	Political Management	Policy Development V	Decision Making and Leadership
Forest Service	,	Yes Minister	, = = = = = =	Accidental Statesman
10:40 - 11 :00 AM	10:40 - 11:00 AM	10:40 - 11:00 AM	10:40 - 11:00 AM	10:40 - 11:00 AM
Break and GROUP PHOTO	Break	Break	Break	Break
11:00 AM - 12:30 PM	11:00 AM - 12:30 PM	11:00 AM - 12:30 PM	11:00 AM - 12:30 PM	11:00 AM - 12:30 PM
Roger Porter	Roger Porter	Hannah Riley Bowles	Hannah Riley Bowles	Frank Hartmann
Policy Development I	Policy Development IV	Leadership & Power	Transactional Leadership	Effective Implementation I
oney bovolopilloner	Toney Development IV	The New Proposal and	Negotiating Corporate Change	Relentlessness
		The New Initiative	Trogoliating Corporate Change	17010111100011009
12:30 - 1:30 PM	12:30 - 1:30 PM	12:30 - 2:00 PM	12:30 - 2:00 PM	12:30 - 2:00 PM
Lunch: Penthouse	Lunch: Penthouse	Lunch: Penthouse	TBA	Boxed Lunches
anon i omnodoc	Editor: Formodo	Editori. F Gridiodos		Boxod Editorios
1:30 - 3:00 PM	1:30 - 3:00 PM	0.00 0.00 PM	0.00.000 PM	5 5 14 1
D D /		2:00 - 3:30 PM	2:00 - 3:30 PM	Free For Weekend
Roger Porter	Marty Linsky	5 . 7	0. 16.1	
Policy Development II	Leadership I	Pete Zimmerman	Steve Kelman	
	Distinguishing Leadership	Decision Making and Leadeship	Organizational Design	
0	and Authority	Everest	Space Shuttle Challenger	
Break from 3:00 - 3:20 PM 3:20-4:50 PM	Break from 3:00 - 3:20 PM 3:20-4:50 PM	3:30 - 6:00 PM	3:30 - 6:00 PM	
Steve Kelman	Marty Linelay			
Steve Kelman Organizational Design	Marty Linsky Leadership II			
0	· ·			
NYC Transit	Technical and Adaptive			
	Challenges			
6:00 - 7:30 PM	6:00 - 7:30 PM	6:00 - 9:30 PM	6:00 - 7:30 PM	
Dinner at Spangler	Dinner at Spangler	Dinner at Spangler	Dinner: Kennedy Library	
Diffiler at Spangler	Diffiel at Sparigiel	Diffice at Sparigler	Busses Depart SFP at 5:30	
			Introduction by Dan Fenn (Business Attire)	
		Week 3		

	Monday, March 16	Tuesday, March 17	Wednesday, March 18	Thursday, March 19	Friday, March 20
7:00 AM	7:00 - 8:00 AM	7:00 - 8:00 AM	7:00 - 8:00 AM	7:00 - 8:00 AM	7:00 - 8:00 AM
7.00 AW	Breakfast at Spangler	Breakfast at Spangler	Breakfast at Spangler	Breakfast at Spangler	Breakfast in the Penthouse
7:30 AM		Droumast at Opangion	Broaklast at oparigion	broaklast at oparigion	Broaklast III the Forthload
7.00 7 (10)					
8:00 AM	8:00 - 9:00 AM	8:00 - 9:00 AM	8:00 - 9:00 AM	8:00 - 9:00 AM	8:00 - 9:00 AM
	Study Groups Meet	Study Groups Meet	Study Groups Meet	Study Groups Meet	Pete Zimmerman and
8:30 AM	Participant Cases	Participant Cases	Participant Cases	Participant Cases	Frank Hartmann
	·	· ·	· '	· ·	Class Reflections
9:00 AM			9-9:10 am MORNING CHECK IN		break
	9:10 - 10:40 AM	9:10 - 10:40 AM	9:10 - 10:40 AM	9:10 - 10:40 AM	9:10 - 10:40 AM
9:30 AM				Hannah Riley Bowles	
	Pete Zimmerman	Hannah Riley Bowles	Pete Zimmerman	Leadership in Crisis	Zimmerman, Hartmann, Levy Wray, et al
10:00 AM	Decision Making and Leadership	Transformational Leadership	Decision Making and Leadeship	Rudy Giuliani: The Man and His	Closing Ceremony
	Ten Point Coalition	Myrlie Evers Williams and the NAACP	Space Shuttle Columbia	Moment	
10:30 AM	10:40 - 11:00 AM	10:40 - 11:00 AM	10:40 - 11:00 AM	10:40 - 11:00 AM	
	Break	Break	Break	Break	
11:00 AM	11:00 AM - 12:30 PM	11:00 AM - 12:30 PM	11:00 AM - 12:30 PM	11:00 AM - 12:30 PM	
11:30 AM	Dan Fenn	Frank Hartmann			Porters availabe to help with luggage
	Political Management	Effective Implementation III	Frank Hartmann	Frank Hartmann	from 7:00 AM - 9:00 AM
12:00 PM	New Haven	Setbacks, Defeats & Failure	Effective Implementation IV	Effective Implementation V	
					Please check out of your
12:30 PM	12:30 - 2:00 PM	12:30 - 1:30 PM	12:30 - 2:00 PM	12:30 - 1:30 PM	room and place Keys in
	Lunch: Penthouse	Lunch: Penthouse	Lunch: Penthouse	Lunch: Penthouse	12b drop box by 9:00 AM
1:00 PM					
1:30 PM			_		
	0.00 0.00 PM	1:30 - 3:00 PM	0.00 0.00 PM	1:30 - 3:00 PM	
2:00 PM	2:00 - 3:30 PM		2:00 - 3:30 PM	5 -	
	Frank Hartman	Hannah Riley Bowles	Dan Farmusan	Dan Fenn	
2:30 PM	Frank Hartmann	Leadership in Crisis	Ron Ferguson	Political Management	
0.00 514	Effective Implementation II	MLQ Debrief	Leadership and the Challenges	Rural Democracy	
3:00 PM	Managing Self	Break from 3:00 - 3:20 PM	of Building Trust		
2,20 DM	3:30- 6:00 pm	3:20 - 4:50 PM	3:30- 6:00 pm		
3:30 PM	3.30- 6.00 pm	3.20 - 4.30 FW	3.30- 6.00 pm		
4:00 DM		Dan Fenn			
4:00 PM		Political Management			
4:30 PM		Living Buildings			
7.00 1 W					
5:00 PM					
3.00 1 W				5:30 PM Buses Depart from SFP	
5:30 PM				Supplied the supplied to the s	
0.00 1					
6:00 PM	6:00 - 7:30 PM	6:00 - 7:30 PM	6:00 - 7:30 PM	6:00 - 8:00 PM	
	Dinner at Spangler	Dinner at Spangler		Final Dinner and Celebration	
6:30 PM			Dinner on Your Own	The Harvard Club of Boston	
				(Business Attire)	
7:00 PM					
				9:00 PM Buses Depart for SFP	
7:30 PM					
8:00 PM					
8:30 PM			week 4		
9:00 PM					