

	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 Breakfast at Spangler	7:00 - 8:00 AM Breakfast at Spangler	7:00 - 8:00 AM Breakfast at Spangler	7:00 - 8:00 AM Breakfast at Spangler	7:00 - 8:00 AM Breakfast: Penthouse
7:30 AM						
8:00 AM		8:00 - 9:00 AM Study Groups	8:00 - 9:00 AM Study Groups	8:00 - 9:00 AM Study Groups	8:00 - 9:00 AM Study Groups	8:00 - 9:00 AM Study Groups
8:30 AM						
9:00 AM		9-9:10 am MORNING CHECK IN				
9:30 AM		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
10:00 AM		Dan Fenn <i>Political Management</i> Job Corps	Nancy Katz <i>Leading Teams</i> Datavision	Nancy Katz <i>Leading Teams</i> Overhead Reduction Task Force	Nancy Katz <i>Leading Teams</i> Overhead Reduction Task Force II	Peter Zimmerman <i>Strategy, Leadership, and Change</i> Aravind Eye Hospital
10:30 AM		10:40 - 11:00 AM Break	10:40 - 11:00 AM Break	10:40 - 11:00 AM Break	10:40 - 11:00 AM Break	10:40 - 11:00 AM Break
11:00 AM	11:00 AM - 2:00 PM Registration at SFP	11:00 - 12:30 PM	11:00 AM - 12:30 PM	11:00 AM - 12:30 PM	11:00 AM - 12:30 PM	11:00 - 12:30 PM
11:30 AM		Ted Marmor <i>Political Analysis</i> Cuban Missile Crisis	Ted Marmor <i>Models and Realities</i> Vietnam and Iraq	Dan Fenn <i>Political Management</i> Political Mapping	Nancy Katz <i>Leading Teams</i>	Ron Ferguson <i>Data and Causation II</i>
12:00 PM						
12:30 PM		12:30 - 2:00 PM Lunch: Penthouse	12:30 - 1:30 PM Lunch: Penthouse	12:30 - 1:30 PM Lunch: Taubman BC	12:30 - 1:30 PM Lunch: Penthouse	12:30 - 1:30 PM Lunch: Penthouse
1:00 PM				Ted - Health Care		
1:30 PM			1:30 - 3:00 PM	1:30 - 2:15 PM		
2:00 PM	2:30 - 4:00 PM Orientation/Introductions	2:00 - 3:30 PM	Ron Ferguson <i>Data and Causation I</i>	Ted Marmor <i>Political Analysis</i> Applications	Marty Linsky <i>Working With the Media I</i>	Tour of Concord and Lexington **Please wear comfortable shoes**
2:30 PM		Pete Zimmerman <i>Decision Making and Strategy</i> Woolsey and Aldrich Ames			Break from 2:15 - 2:30 PM	
3:00 PM			Break from 3:00 - 3:20 PM	Break from 3:00 - 3:20 PM	2:30 - 3:30 PM	
3:30 PM		Break from 3:30 - 3:50 PM	3:20-4:50 PM	3:20-4:50 PM	Marty Linsky <i>Working with the Media II</i>	
4:00 PM		3:50-5:00 PM			Break from 3:30 - 3:45 PM	
4:30 PM	4:30 - 6:00 PM Pete Zimmerman <i>Carson National Forest</i> Debrief: Dan Fenn, Ted marmor	Peter Zimmerman Program Overview	Dan Fenn <i>Political Management</i> Change of Management	Peter Zimmerman <i>Decision Making and Leadership</i> Paul O'Neill at ALCOA and OMB	3:45 - 5:00 PM Marty Linsky <i>Working With the Media III</i>	
5:00 PM						
5:30 PM						
6:00 PM	6:00 - 7:30 PM Reception & Opening Dinner in the Penthouse Business Attire	6:00 - 7:30 PM Dinner: Taubman BC	6:00 - 7:30 PM Dinner in the Penthouse	6:00 - 7:30 PM	6:00 - 7:30 PM	5:30 - 7:30 PM
6:30 PM	7:30 pm Buses depart from HKS for SFP	Movie: Thirteen days	special guest	Dinner on Your Own	PIZZA PARTY at Soldiers Field Park in apartment 12B	Dinner at the Colonial Inn
7:00 PM						
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 Breakfast at Spangler	7:00 - 8:00 AM Breakfast at Spangler	7:00 - 8:00 AM Breakfast at Spangler	7:00 - 8:00 AM Breakfast at Spangler	7:00 - 8:00 AM Breakfast at Spangler
7:30 AM					
8:00 AM	8-9:00 AM Study Groups	8-9:00 AM Study Groups	8:00 - 9:00 AM Study Groups	8:00 - 9:00 AM Study Groups	8:00 - 9:00 AM Study Groups
8:30 AM					
9:00 AM	9-9:10 am MORNING CHECK IN				
9:30 AM	9:10 - 10:40 AM Gary Orren <i>Principles of Persuasion I</i>	9:10 - 10:40 AM Gary Orren <i>Principles of Persuasion IV</i>	9:10-10:40 AM Gary Orren <i>Principles of Persuasion V</i>	9:10 - 10:40 AM Hannah Riley Bowles <i>Negotiations I</i>	9:10 - 10:40 AM Hannah Riley Bowles <i>Negotiations II</i>
10:00 AM					
10:30 AM	10:40 - 11:00 AM Break	10:40 - 11:00 AM Break	10:40 - 11:00 AM Break	10:40 - 11:00 AM Break	10:40 - 11:00 AM Break
11:00 AM	11:00 AM - 12:30 PM Gary Orren <i>Principles of Persuasion II</i>	11:00 AM - 12:30 PM Steve Kelman <i>Performance Management AT&T</i>	11:00-12:30 PM Gary Orren <i>Principles of Persuasion VI</i>	11:00 AM - 12:30 PM Dan Fenn <i>Political Management Hamilton and Jefferson</i>	11:00 AM - 12:00 PM Hannah Riley Bowles <i>Negotiations II</i>
11:30 AM					
12:00 PM					
12:30 PM	12:30 - 2:00 PM Lunch: Penthouse	12:30 - 2:00 PM Lunch: Penthouse	12:30 - 2:00 PM Lunch: Penthouse	12:30 - 1:30 PM Lunch: Penthouse	12:00 - 1:30 PM Lunch: Penthouse Ron Achievement
1:00 PM					
1:30 PM					
2:00 PM	2:00 - 3:30 PM Gary Orren <i>Principles of Persuasion III</i>	1:30 - 3:00 PM Steve Kelman <i>Performance Management COMPSTAT</i>	2:00 - 3:30 PM Steve Kelman <i>Performance Management DC Performance Measurement</i>	2:00 - 3:30 PM Dan Fenn <i>Political Management Sabina Sims</i>	1:30- 3:00 PM Hannah Riley Bowles <i>Negotiations III</i> Stone container
2:30 PM					
3:00 PM		Break from 3:00 - 3:20 PM			Free For Weekend
3:30 PM	3:30 - 6:00 PM	3:20-4:50 PM Dan Fenn <i>Political Management White House Carves the Turkey & Spilling the beans in Owaho</i>	3:30 - 6:00 PM	Break from 3:30 - 3:50 PM 3:50 - 4:30 PM Pete Zimmerman <i>Decision Making and Leadership Participant cases</i>	
4:00 PM					
4:30 PM					
5:00 PM					
5:30 PM					
6:00 PM	6:00 - 7:30 PM Dinner in the penthouse Watch 12 Angry Men	6:00 - 7:30 PM Dinner at Spangler	6:00 - 7:30 PM Dinner on your own	6:00 - 7:30 PM Dinner at Spangler	
6:30 PM					
7:00 PM					
7:30 PM					
8:00 PM			Week 2		
8:30 PM					
9:00 PM					

	Monday, March 9	Tuesday, March 10	Wednesday, March 11	Thursday, March 12	Friday, March 13
7:00 AM	7:00 - 8:00 AM Breakfast at Spangler	7:00 - 8:00 AM Breakfast at Spangler	7:00 - 8:00 AM Breakfast at Spangler	7:00 - 8:00 AM Breakfast at Spangler	7:00 - 8:00 AM Breakfast at Spangler
7:30 AM					
8:00 AM	8:00 - 9:00 AM Study Groups	8:00 - 9:00 AM Study Groups	8:00 - 9:00 AM Study Groups	8:00 - 9:00 AM Study Groups	8:00 - 9:00 AM Study Groups
8:30 AM	Participant cases	Participant cases	Participant cases	Participant cases	Participant cases
9:00 AM	9-9:10 am MORNING CHECK IN				
9:30 AM	9:10 - 10:40 AM Steve Kelman <i>Organizational Design</i> Forest Service	9:10 - 10:40 AM Roger Porter <i>Policy Development III</i>	9:00 - 10:45 AM Dan Fenn <i>Political Management</i> Yes Minister	9:10 - 10:40 AM Roger Porter <i>Policy Development V</i>	9:10 - 10:40 AM Pete Zimmerman <i>Decision Making and Leadership</i> Accidental Statesman
10:00 AM					
10:30 AM	10:40 - 11 :00 AM Break and GROUP PHOTO	10:40 - 11:00 AM Break	10:40 - 11:00 AM Break	10:40 - 11:00 AM Break	10:40 - 11:00 AM 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	11:00 AM - 12:30 PM
11:30 AM	Roger Porter <i>Policy Development I</i>	Roger Porter <i>Policy Development IV</i>	Hannah Riley Bowles <i>Leadership & Power</i> The New Proposal and The New Initiative	Hannah Riley Bowles <i>Transactional Leadership</i> Negotiating Corporate Change	Frank Hartmann <i>Effective Implementation I</i> Relentlessness
12:00 PM					
12:30 PM	12:30 - 1:30 PM Lunch: Penthouse	12:30 - 1:30 PM Lunch: Penthouse	12:30 - 2:00 PM Lunch: Penthouse	12:30 - 2:00 PM TBA	12:30 - 2:00 PM Boxed Lunches
1:00 PM					
1:30 PM					
2:00 PM	1:30 - 3:00 PM	1:30 - 3:00 PM	2:00 - 3:30 PM	2:00 - 3:30 PM	Free For Weekend
2:30 PM	Roger Porter <i>Policy Development II</i>	Marty Linsky <i>Leadership I</i> Distinguishing Leadership and Authority	Pete Zimmerman <i>Decision Making and Leadership</i> Everest	Steve Kelman <i>Organizational Design</i> Space Shuttle Challenger	
3:00 PM	Break from 3:00 - 3:20 PM	Break from 3:00 - 3:20 PM			
3:30 PM	3:20-4:50 PM	3:20-4:50 PM	3:30 - 6:00 PM	3:30 - 6:00 PM	
4:00 PM	Steve Kelman <i>Organizational Design</i> NYC Transit	Marty Linsky <i>Leadership II</i> Technical and Adaptive Challenges			
4:30 PM					
5:00 PM					
5:30 PM					
6:00 PM	6:00 - 7:30 PM Dinner at Spangler	6:00 - 7:30 PM Dinner at Spangler	6:00 - 9:30 PM Dinner at Spangler	6:00 - 7:30 PM Dinner: Kennedy Library Busses Depart SFP at 5:30 <u>Introduction by Dan Fenn</u> (Business Attire)	
6:30 PM					
7:00 PM					
7:30 PM					
8:00 PM			Week 3		
8:30 PM					
9:00 PM					

	Monday, March 16	Tuesday, March 17	Wednesday, March 18	Thursday, March 19	Friday, March 20
7:00 AM	7:00 - 8:00 AM Breakfast at Spangler	7:00 - 8:00 AM Breakfast at Spangler	7:00 - 8:00 AM Breakfast at Spangler	7:00 - 8:00 AM Breakfast at Spangler	7:00 - 8:00 AM Breakfast in the Penthouse
7:30 AM					
8:00 AM	8:00 - 9:00 AM Study Groups Meet	8:00 - 9:00 AM Study Groups Meet	8:00 - 9:00 AM Study Groups Meet	8:00 - 9:00 AM Study Groups Meet	8:00 - 9:00 AM 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				
9:30 AM	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
10:00 AM	Pete Zimmerman <i>Decision Making and Leadership</i> Ten Point Coalition	Hannah Riley Bowles <i>Transformational Leadership</i> Myrlie Evers Williams and the NAACP	Pete Zimmerman <i>Decision Making and Leadership</i> Space Shuttle Columbia	Hannah Riley Bowles <i>Leadership in Crisis</i> Rudy Giuliani: The Man and His Moment	Zimmerman, Hartmann, Levy Wray, et al <i>Closing Ceremony</i>
10:30 AM	10:40 - 11:00 AM Break	10:40 - 11:00 AM Break	10:40 - 11:00 AM Break	10:40 - 11:00 AM 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	Porters available to help with luggage from 7:00 AM - 9:00 AM Please check out of your room and place Keys in 12b drop box by 9:00 AM
11:30 AM	Dan Fenn <i>Political Management</i> <i>New Haven</i>	Frank Hartmann <i>Effective Implementation III</i> Setbacks, Defeats & Failure	Frank Hartmann <i>Effective Implementation IV</i>	Frank Hartmann <i>Effective Implementation V</i>	
12:00 PM					
12:30 PM	12:30 - 2:00 PM Lunch: Penthouse	12:30 - 1:30 PM Lunch: Penthouse	12:30 - 2:00 PM Lunch: Penthouse	12:30 - 1:30 PM Lunch: Penthouse	
1:00 PM					
1:30 PM		1:30 - 3:00 PM		1:30 - 3:00 PM	
2:00 PM	2:00 - 3:30 PM	Hannah Riley Bowles <i>Leadership in Crisis</i> MLQ Debrief	2:00 - 3:30 PM	Dan Fenn <i>Political Management</i> Rural Democracy	
2:30 PM	Frank Hartmann <i>Effective Implementation II</i> Managing Self	Break from 3:00 - 3:20 PM	Ron Ferguson <i>Leadership and the Challenges of Building Trust</i>		
3:00 PM					
3:30 PM	3:30- 6:00 pm	3:20 - 4:50 PM	3:30- 6:00 pm		
4:00 PM		Dan Fenn <i>Political Management</i> Living Buildings			
4:30 PM					
5:00 PM					
5:30 PM				5:30 PM Buses Depart from SFP	
6:00 PM	6:00 - 7:30 PM Dinner at Spangler	6:00 - 7:30 PM Dinner at Spangler	6:00 - 7:30 PM	6:00 - 8:00 PM Final Dinner and Celebration The Harvard Club of Boston (Business Attire)	
6:30 PM			Dinner on Your Own		
7:00 PM				9:00 PM Buses Depart for SFP	
7:30 PM					
8:00 PM					
8:30 PM			week 4		
9:00 PM					