



# HCA NONPROFIT LEADERS WORKSHOP 2010

**Thursday 12 to Saturday 14 August 2010**  
**Novotel Sydney Manly Pacific NSW**  
**'Strategy for Changing Times'**

Presented by:

Friday: **Professor Mike Vitale** MBA [Harvard]; President, Harvard Club of Australia-Victoria  
 Saturday: **Professors David Yoffie & Felix Oberholzer-Gee**, Harvard Business School

<i>Thursday afternoon 12 August</i>	
3:00 - 4:30	Registration.
4:40 - 5:00	Welcome: Peter Hasko, President HCA & Ted Blamey, Chair Nonprofit Programs. [Lecture Room 2]
5:00 - 5:30	<b>SESSION 1: Briefing by Professor David Yoffie</b> <ul style="list-style-type: none"> <li>• Outline and objectives of course,</li> <li>• How to approach case studies,</li> <li>• How to maximise value from the workshop</li> </ul>
6:30 - 7:00	Coaches to St Patrick's for the Conference Dinner.
7:00 - 10:00	Dinner at St Patrick's Seminary with 2010 Leadership Program participants. Guest speaker: John Gillam, CEO Bunnings Group Ltd
9:30 - 10:00	Coaches back to Hotel
<i>Friday 13 August</i>	
8:30 - 9:30	Discussion Groups 'A'.
9:30 - 10:30	<b>SESSION 2: Class Discussion.</b> [Lecture Room 2] <b>Case:</b> From Little Things Big Things Grow. <b>Objective:</b> This case describes the start-up, early stage, and initial growth phases of The Clontarf Foundation, an Australian non-profit organisation dedicated to improving the lives of Aboriginal boys. The primary objective of the case discussion is to raise awareness of the importance of linking strategy to mission, impacts, activities, and metrics. <b>Faculty:</b> Professor Mike Vitale
10:30 - 11:00	Break for morning tea
11:00 - 12:00	<b>SESSION 3: Lecture</b> [Lecture Room 2] <b>Case:</b> From Little Things Big Things Grow: [continued] <b>Faculty:</b> Professor Mike Vitale
12:00 - 1:00	Lunch break
1:00 - 2:00	Discussion Group 'B'
2:00 - 3:30	<b>SESSION 4: Class Discussion &amp; Lecture</b> [Lecture Room 2] <b>Case:</b> MS Australia <b>Objective:</b> This case describes the merger of independent, state-based units of a non-profit organisation into a single, federated organisation. The primary focus of the case discussion is to illustrate the connection between strategy and structure. <b>Faculty:</b> Professor Mike Vitale
3:30 - 6:30	Private study
6:30 - 7:00	Pre-dinner drinks.
7:00 - 9:30	Workshop Dinner
<i>Saturday 14 August</i>	
8:00 - 9:00	Discussion Groups 'C'
9:00 - 10:30	<b>SESSION 5: Class Discussion</b> [Lecture Room 1] <b>Case:</b> LinkedIn <b>Objective:</b> This case explores the emergence of "web 2.0" and its implications for strategy. LinkedIn is the world's leading professional social network, focused on the business market. The purpose of the discussion is to examine how social networks are impacting businesses around the world. <b>Faculty:</b> Prof David Yoffie
10:30 - 11:00	Break and opportunity to checkout before 11:00am.
11:00 - 12:30	<b>SESSION 6: Class Discussion</b> [Lecture Room 1] <b>Case:</b> Wikipedia/Threadless <b>Objective:</b> Wikipedia and Threadless are examples of a new class of companies that outsource many functions, often to unpaid volunteers. We will analyze the opportunities and difficulties that come with crowdsourcing. <b>Faculty:</b> Prof Felix Oberholzer-Gee
12:30 - 1:30	Lunch break
1:30 - 2:30	<b>SESSION 7: General Discussion, Q&amp;A and Wrap-up</b> [Lecture Room 1]
2:30 - 2:45	Close by Ted Blamey and Vote of thanks
3:00	Departures by own transport.



# HCA NONPROFIT LEADERS WORKSHOP 2010

**Thursday 12 to Saturday 14 August 2010**  
**Novotel Sydney Manly Pacific NSW**  
**‘Strategy for Changing Times’**

Strategy is now more important, than ever. As organisations recover from the great recession, managers have an important opportunity to identify new competitive advantages that respond to changes in client or consumer attitudes and the emergence of new lean competitors. This Workshop will help managers with skills and frameworks to recognise new opportunities and to develop successful strategies.

The Workshop will explore universal strategic problems organisations are facing all over the world. These include the role of technology in driving strategic change, the impact of social and professional networks and the challenge of sustaining growth.

The goal of the Workshop is to help participants learn how to formulate creative strategy and implement strategic change in a world in which standing still is not a viable option. It reflects the view that the managers of today must become the leaders of tomorrow.

## HCA NONPROFIT LEADERS WORKSHOP FACULTY

**Michael Vitale** is a Professor at Monash University and Director at the Monash Asia Pacific Centre for Science and Wealth Creation. His teaching, research, and consulting focuses on the commercialisation of innovation. He has PhD (Dartmouth), MBA (Harvard), and BA (Oakland) degrees.

Previously Michael held a number of professorial appointments and he was Dean and Director of the Australian Graduate School of Management (AGSM). Before coming to Australia, he was an Associate Professor at Harvard Business School.

He is Chairman of the Australian Centre for Posttraumatic Mental Health, a Director of Australian Science Innovations Inc. and President of the Harvard Club of Australia – Victoria.

**David B. Yoffie** is the Max and Doris Starr Professor of International Business Administration and Senior Associate Dean, Chair, Executive Education at Harvard Business School. He has been a member of the HBS faculty since 1981, and he has lectured and consulted in more than 30 countries.

Over the last decade, Professor Yoffie has served as the lead independent director of Intel, and on the board of a number of companies, including Charles Schwab, Spotfire, and E Ink. From 1997-1999 he was a member of the U.S. Department of Justice's commission on international anti-trust.

**Felix Oberholzer-Gee** is the Andreas Andresen Professor of Business Administration in the Strategy Unit at Harvard Business School. Professor Oberholzer-Gee currently teaches competitive strategy in executive education programs such as the Program for Leadership Development; the Senior Executive Program for China; and Effective Strategies for Media Companies, a program for media executives. He has won numerous awards for excellence in teaching.

Recently he examined how entertainment companies can successfully manage the digital transition.

---

### **Special note for those who attended NPLW2009.**

Sessions 1 and 2 case studies were used in NPLW 2009 in which the objective was to introduce general analytical frameworks for thinking about the nonprofit sector whereas in 2010, the objective will be to use the same cases to illuminate strategy.