

[Home](#) | [Membership](#) | [Events](#) | [Social Enterprise](#) | [Careers](#) | [About Us](#)[HBS Club of Philadelphia](#) | [Social Enterprise](#)

9th Annual Social Enterprise Initiative Conference - October 25, 2012

The Social Enterprise Initiative (SEI) of the HBS Club of Philadelphia annually hosts a one day management education conference for leaders of the local nonprofit community. This year's conference will be held on October 25, 2012 at the WHYY Dorrance H. Hamilton Public Media Commons. Event is by invitation only.

See the SEI information on the HBS website for more information on our funders and the Initiative.

Leading Teams in Times of Crisis

The Case: Mount Everest – 1996

The case centers on the events that transpired during the May 1996, Mount Everest tragedy. The class will examine the flawed decisions that the teams made before and during the ascent, and help provide a framework for managers in understanding and diagnosing large-scale organizational failures. Our analysis should provide several important lessons for managers making and implementing high-stakes decisions within organizations

The Moderator: Professor Herman B. ("Dutch") Leonard

Dutch Leonard holds joint appointments at both the Harvard Business School and Harvard University's John F. Kennedy School of Government. In addition, he serves as co-chair of the HBS Social Enterprise Initiative. He teaches extensively in executive programs at the Business School and the Kennedy School and around the world in the areas of general organizational strategy, governance, performance management, crisis management and leadership, and corporate social responsibility. His work on leadership focuses on innovation, creativity, effective decision-making, and advocacy and persuasion. His current work in leadership and management is focused on the relationship between governance, accountability, and performance, and emphasizes the use of performance management as a tool for enhancing accountability. He has also worked and taught extensively in the area of crisis management and on issues related to corporate social responsibility. He is the co-editor of *Managing Crises* (2009), the author of *Checks Unbalanced: The Quiet Side of Public Spending* (1984), of *By Choice or By Chance: Tracking the Values in Massachusetts Public Spending* (1992), and (annually from 1993 through 1999) of *The Federal Budget and the States* (an annual report on the geographic distribution of federal spending and taxation).

The Agenda: Thursday, October 25, 2012

7:45 – 8:15 Registration and Continental Breakfast

8:15 – 8:30 Welcome & Introductions

8:30 – 10:00 Case Study: Mount Everest – 1996

Case Discussion: Professor Herman B. ("Dutch") Leonard
Elliot I. Snider and Family Professor of Business Administration, Harvard Business School
George F. Baker, Jr. Professor of Public Sector Management, John F. Kennedy School of Government

10:00 – 10:15 Break

10:15 – 11:15	Summary of Case Study Themes, Questions & Answers: Professor Leonard
11:15 – 11:30	Break
11:30 – 12:00	Keynote Speaker: John J. Brennan Chairman Emeritus and Senior Advisor, Vanguard Corporation Trustee, Vanguard Charitable
12:00 – 1:00	Lunch
1:00 – 1:30	Concluding Remarks & Adjournment



The HBS Club of Philadelphia
Official Member of the Global HBS Clubs Network
© Copyright HBS Club of Philadelphia, ALL RIGHTS RESERVED.

powered by  ALUMNiMagnet
Alumni Development Software