

Executive Programme

Career Transition to the Non-Profit Sector

From 1 October – 13 December 2014, Geneva, Switzerland

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“All that I do now is everything I love”.

“I’m now in a business with a heart, where the margin is defined by social impact.”

“They hired me because I could bring business thinking to their non-profit”

“Choosing the right non-profit culture is essential”*

Do you want to contribute to making a more equitable world and have higher job satisfaction? Working in the Non-profit sector could be your opportunity to contribute your experience, transfer your skills and make a difference. The non-profit sector needs professionals from all fields. If you have been thinking about a different career path, look at the links on our web page for articles and information. If you want to go further, the NGO Management School proposes an executive program with twenty full days of training, designed to equip experienced professionals from other sectors with the understanding and additional skill sets needed to transfer their existing capacities to the NPO environment.

Modules are given by experts and working professionals to provide a concise overview of different subjects and help you map out your competencies to obtain in-depth knowledge and valuable insight into working in national and international non-profit organizations.

The program is unique in its experiential action-learning approach: you learn by doing, guided by experienced practitioners. It also incorporates:

- face-to-face meetings with managers and leaders of international NPOs to discuss career perspectives
- meetings with HR recruiters
- contact with managers who have successfully transitioned to the non-profit sector and who share their experiences.
- Each participant will also benefit from six hours of personalized support and coaching with individual discussions focusing on themes of personal relevance to help you develop choices and identify opportunities for your future career.

The non-profit NGO Management Association (NMA) and its school are specialised in capacity development for non-profits. We bring good practices from working in 40 countries in Europe, Asia, the Middle East and Africa.



Schweizerisches Qualitätszertifikat für Weiterbildungsinstitutionen
Certificat suisse de qualité pour les institutions de formation continue
Certificato svizzero di qualità per istituzioni di formazione continua

Learning Outcomes

Through a series of complementary modules described above, participants will gain a comprehensive overview and understanding of:

The Non-Profit Sector

Ability to describe and discuss the international architecture in development cooperation and humanitarian aid, its challenges, opportunities and current international trends

Individual Career Aspirations and Perspectives

Articulate personal competencies and identify career aspirations; identify choices for career perspectives and develop leads to identify and develop opportunities

Governance, Leadership and Management

Compare and discuss the meaning and relevance of different NPO governance approaches; understand the characteristics of effective leadership and management in NPOs from an organisational perspective

Strategic Management

Identify the main strategic opportunities and challenges facing NPOs; explain the different types of strategic options and choices available to NPOs; identify and use different tools for internal and external strategic analysis

Financial Management of NPOs

Describe and apply key tools for strategic financial management, and for the planning, managing and monitoring of budgets effectively to maximise organisational and programme impact; develop strong financial communication approaches with internal and external stakeholders

Project Cycle Management (PCM) in NPOs

Detail the main differences in the use of PCM between the two sectors; explain and use different options for stakeholder management; apply effective tools to all phases of project cycle management in NPO settings; discuss and debate good PCM practice in NPOs

Strategic Communications and External Relations

Conduct a communication audit; develop a communication strategy and plans of action based on an organisation's objectives and available resources; propose an adequate mix of communication tools to close eventual gaps in the current communication strategy or its implementation

Resource Mobilisation

Discuss different fundraising models; design a fundraising strategy; become familiar with elaborating a grant proposal and corporate partnerships; how to approach individuals and major donors, in-kind contributions; volunteer management.

Module Descriptions

The Non-Profit Sector

This module provides a comprehensive introduction into international cooperation for sustainable development and humanitarian action. Participants are offered a historical overview of competing concepts and discuss political and economical options, perspectives and trends for the future. Senior managers from international organisations discuss current challenges based on real-life case studies in both the development and humanitarian fields

Individual Career Aspirations and Perspectives

Participants learn about the key differences between the for-profit and the non-profit sector and the defining elements of successful NPOs. This module includes a self-assessment of competencies and interests. Through individual interviews, career aspirations are identified and possible choices are elaborated upon and discussed based on the results of the initial self-assessment.

Governance, Leadership and Management in Non-Profit Organisations

This module focuses on the core experience of our experts who share hands-on skills and practical tools for the effective leadership and management of NPOs. Participants learn about the main governance models in national and international organisations, their respective advantages and disadvantages, and about effective leadership and management in NPOs, the key to an organisation's performance and impact.

Strategic Management

Successfully leading and managing a non-profit organisation involves making and implementing strategic decisions concerning how to maintain an organisation's direction whilst continuously improving performance and impact in an ever-changing environment. Leaders and managers require a wide and diverse range of competencies to successfully motivate and facilitate strategic development and drive real sustainable change.

Shared Experiences and Insights into Successful Career Transition

Hear from those who have moved from the private sector to the non-profit sector. Several speakers recapitulate how they succeeded in developing their careers in the non-profit sector; they share the highs and the lows during their own career transition period, and reveal what worked and what did not. The speakers offer interesting tips and advice on how to best prepare for the changes you will face and develop an appropriate job search strategy.

How to Best Embark on a Career in the Non-Profit Sector?

Which core competencies, knowledge, skills and experience do you have that would make a difference in the non-profit sector? What is your USP (unique selling proposition)? Participants review their CV based on the work covered in module 2. With the guidance and support of the trainers, participants benefit from individual interviews with sector specialists in development cooperation and humanitarian action to discuss career options and possibilities (a total of 3 hours of individual interviews is offered to each participant).

Financial Management and Communication

Participants learn about the core competencies of financial management within a non-profit setting, including planning and monitoring of budgets, strategic financial management, and managing finance effectively to maximise organisational and programme impact. This module also covers how to achieve strong financial communication with management committee members, donors, partners and other stakeholders

Strategic Communications and External Relations

This module follows a three-step process in order to build capacity in managing the communication activities in a non-profit organisation, from planning to implementation through to evaluation. Applying a strategic approach, emphasis is placed on the overall communication of the organisation, its activities, purpose and objectives.

Project Cycle Management in Non-Profit Organisations

This module provides fast-track training on how project management is undertaken in non-profit organisations. The module is designed for project managers from any sector and provides training and insight into all phases of NPO project cycle management in a compact format. From needs assessment to the designing and planning of projects, this module also covers monitoring, implementation and preparing evaluations. Participants also discuss the differences between good practices in the two sectors.

Resource Mobilisation

This module offers practical tools and a structured approach into how to successfully sustain an organisation's activities, through mobilising funds, in-kind contributions and volunteer talent. Participants also explore the marketing and strategic elements of resource mobilisation to enable funding of the organisation or its activities, plus how to elaborate grant proposals. How do you create and develop corporate partnerships and how do you approach individuals and major donors?

Facilitators

Facilitators, Trainers and Coaches bring professional experience, working for international non-profit organisations from over 40 countries in Europe, Asia, Africa and the Middle East, as well in the private sector. Some of them are:

John Cammack: Senior adviser, consultant and trainer in financial management, formerly with Oxfam GB, Oxford Brooks University.

Pierre Dyens, Senior HR specialist, HR Business Partner, IMD Lausanne, formerly Graduate Institute of International and Development Studies, Geneva, Médecins sans Frontières Switzerland.

Laura Fährndrich: Specialist in communications and social responsibility, formerly with SNV - Netherlands Development Organisation as Communications Manager for Latin America, the Schwab

Foundation for Social Entrepreneurship, the Global Commission on International Migration, the United Nations for Training and Research, and others in New York, Quito, Lima and elsewhere.

Victoria Jones: HR Training and Communications Partner; formerly Learning and Development Consultant (NGO Management School and APEC Career Transition Centre), Editor at ISO (International Standardization Organization), Training and Communications Specialist at Pictet & Cie, Deputy Head of L'école Internationale Le Chaperon Rouge, English Teacher.

Marco Kirschbaum: Executive director at NMA, formerly delegate of the International Committee of the Red Cross, Amnesty International, OSCE observer in Ukraine.

Alain Sepulchre: Senior expert at McKinsey & Company and independent consultant in growth strategies in Asia-Pacific, NGO coaching and mentoring, fundraising in Asia, aid to homeless people and under-privileged children, formerly with Total Hong Kong.

Kinza Win: Senior Financial Manager at the NGO NORLHA since January 2014, formerly 9 years a Senior Private Banker at Barclays Wealth as Director, 2 years an Investment Advisor at Merrill Lynch Bank as Associate Director, and a total of 7 years of Private Banking at Citibank in Geneva.

Jonathan Wood: Director of NMA's Advisory Services, senior trainer and consultant on strategic management; undertaken consultancy assignments with more than thirty NPOs, previously with Ashoka: Innovators for the Public and the International Commission of Jurists.

Methodology and Participants

Course Methodology

Each module is tailor-made. NMA trainers are experts in their field. Modules feature presentations, experiential learning and sharing experiences, facilitated discussions, individual and participative group activities.

Participants

The programme is intended for managers, leaders and specialists from the private and public sector looking to build successful careers in the non-profit sector, including those from the following sectors:

- Banking and finance
- Communication, multi-media
- Marketing
- HR, IT
- Administration
- International Organisations

Practical information

- **Duration** 20 days from 9am to 5pm.
- **Dates** 1 October – 13 December 2014, Geneva, Switzerland

One 4-day introductory session Wednesday to Saturday, 1/10-4/10

Eight 2-Day Sessions on Friday and Saturday 10-11/10, 17-18/10, 31/10-1/11, 7-8/11, 14-15/11, 28-29/11, 5-6/12, 12-13/12.

There are no sessions on 24-25/10 and 21-22/11.

Additionally, six hours of tailored advice and coaching, individual review of CVs and meetings with non-profit HR recruiters. Dates and times to be arranged individually.
- **Venue** NGO Management School
Route de Chêne 41A
1208 Geneva
Switzerland
- **Price** Swiss Francs CHF 10,500.

Contact information

NGO Management School
Route de Chêne 41A
1208 Geneva
Switzerland

Tel: +41 22 731 76 66

Email: courses@ngomanager.org

Website: <http://ngomanager.org/career-transition-welcome/>