Curriculum for 21 C Talent and Leadership

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21 C. Secret Survival Sauce

Organizations

Attract and retain top talent
Search, interpret, and curate information

Individuals

Think like an entrepreneur
Be a life long learner

Higher Education

Focus on teaching and learning models
Innovate for blended, adaptive, and integrative learning
Human Talent Management

Strategic Workforce Planning

Leadership Development

Employee Engagement

Human Resources Analytics

Source: Boston Consulting Group, Creating People Advantage, 2010
Talent Analytics

Big Data meets Behavioral Science
### Most Important Workforce Attributes

Please rate the importance of the following workforce attributes to your company.

Top box (8–10, where 10 = extremely important)

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Low analytics use</th>
<th>Moderate analytics use</th>
<th>Advanced analytics use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly productive employees</td>
<td>38%</td>
<td>49%</td>
<td>58%</td>
</tr>
<tr>
<td>Flexibility: able to adapt to changing circumstances</td>
<td>35%</td>
<td>42%</td>
<td>53%</td>
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<tr>
<td>Ability to collaborate effectively</td>
<td>36%</td>
<td>52%</td>
<td>50%</td>
</tr>
<tr>
<td>Staff highly engaged in work</td>
<td>36%</td>
<td>52%</td>
<td>47%</td>
</tr>
<tr>
<td>Highly satisfied with job and situation</td>
<td>31%</td>
<td>40%</td>
<td>44%</td>
</tr>
<tr>
<td>Create innovative solutions to problems and challenges</td>
<td>31%</td>
<td>42%</td>
<td>42%</td>
</tr>
<tr>
<td>Taking the initiative and demonstrating leadership</td>
<td>30%</td>
<td>44%</td>
<td>40%</td>
</tr>
</tbody>
</table>

*Source: Connecting Workforce Analytics to Better Business Results, Harvard Business Review*
Employee Engagement

Source: State of the American Workforce, Gallup, 2013
Leadership Development
21 C. Leadership

“We are all faced with a series of great opportunities brilliantly disguised as impossible situations.”

Charles Swindoll
Talent and Curriculum Connection

Leadership Competencies

Competency:
- Higher Order
  - Capstone
  - Interdisciplinary
  - Systems Thinking
  - Data Analysis
  - Critical thinking

Doing
- Applied
  - Experiential
  - Collaborative
  - Action learning
  - Intercultural
  - Peer-to-peer

Being
- Assessment
  - Self Awareness
  - Personality
  - Strengths
  - Emotional Intelligence
  - Positivity

Learning Capacity

Capacity:
- Higher Order
Skills & Attributes of Today's Learner

- Effective oral & written communication
- Critical thinking & problem-solving
- Collaboration across networks
- Initiative & entrepreneurialism
- Agility & adaptability
- Curiosity and imagination
- Changes Ahead
- Hope & Optimism
- Grit
- Self-Regulation
- Hello
- Here to Stay!
- Resilience
- Vision
- Empathy & Global Stewardship

MBA Roundtable  ▪ Innovation Through Collaboration
Student Leadership Development

Foster School of Business
UNIVERSITY of WASHINGTON

MBA Roundtable
• Innovation Through Collaboration
It All Starts on Day One

**Evaluation Day** allows us to understand how a student will work in a team.

**eLEAD** gives us the opportunity to ground the students in the principle of leadership and team building.
You Have to Find Your Leaders

Identify those students you feel would be strong student leaders or are looking for leadership development.

MBA Association and MBA Peer Mentors are the main 2 Leadership opportunities for students.
Training and Development

On-Board Training similar to that of a non-profit board will get all the leaders on the same page. Cover not only be basics, but the big picture and history.

Stay Engaged and offer additional leadership development though out the year.
Celebrate and Reward Your Leaders

End of the Year Gala allows you to recognize both official and unofficial leaders.

Rewards comes in with invitations to exclusive speaker events and participation in activities like Evaluation Day.
Olin/United Way Board Fellows Program
Olin/United Way Board Fellows Program

Student Generated Idea
• New in 2010-11
• Similar programs at Kellogg, Duke, Wharton, Stanford, Yale, etc.

MBAs as Board Members
• Serve a one year term for a United Way agency
• Become full voting members

Competitive Process
• Students and Agencies must apply and be selected
• Students and Agencies “matched”

Deliverable Project
• In the final semester each student develops and executes a project based on specific needs of the agency
• If the project is large enough in complexity and scope, addition students are recruited
  Example: Taylor Community Consulting project
Olin/United Way Board Fellows Program

2010-2011

9 students and agencies
All full-time MBAs

2014-2015

39 students and agencies
More than half are PMBA students

🌟 Over the life of the program several students – almost all PMBAs--have stayed on as permanent board members

🌟 Students do more than “practice” board governance and community involvement – it is well crafted learning experience
Boot Camp Agenda Overview

Section 1: The United Way Experience

Section 2: Impact Team (I-Team)
Case Study and Presentation

Section 3: CEO Panel Discussion

Section 4: Board Governance
Olin/United Way Board Fellows Program
THANK YOU

www.mbaroundtable.org