

# Advancing Values-Based Leadership



2022-23 | Year in Review



Bauer Leadership Center

OLIN BUSINESS SCHOOL AT WASHINGTON UNIVERSITY

## Transition. Reflection. Forward Thinking.

This past year has been a time of transition for the Bauer Leadership Center, involving reflection and thinking of the future. As Stuart Bunderson took a service leave from WashU, Kurt Dirks, who co-founded the center, returned as the director. In addition, Amy VanEssendelft joined as program manager.

We've taken a few months to reflect on the growth and successes of the center's seven-year history to consider the best avenues for advancing our mission, as well as Olin Business School and Washington University. We are particularly considering how the center might serve as a leadership assessment hub for Olin students. In this newsletter, you can also read about WashU Leads, an initiative intended to give all WashU students the opportunity to grow as leaders.

This upcoming year promises to be an exciting time as we continue to advance values-based leadership development opportunities through education, research and business impact. We invite you to join us on this mission!

Kurt Dirks, Director | Amy VanEssendelft, Program Manager



## Developing Knowledge and Insight

### Evidence-Based Leadership Development

BLC Director Kurt Dirks co-authored an article this academic year focused on building trust in a business context. He also wrote an essay outlining the type of leaders the world needs today.

The Bauer Leadership Center continues to engage in leadership discussions and support students conducting research related to the center's initiatives.

▶ View: "Trust Over Time" article: [tinyurl.com/TrustOverTime](https://tinyurl.com/TrustOverTime) and "Leaders World Needs" essay: [tinyurl.com/LeadersWorldNeeds](https://tinyurl.com/LeadersWorldNeeds)

### Our Role in the International Community of Leader Development

The center is part of two consortiums of university leadership centers. In November, Kurt Dirks represented the BLC at a meeting of centers in leading business schools hosted by the University of Virginia to share best practices. The BLC is also part of the Global Leadership Center Roundtable (GLCR), comprising university leadership centers representing different disciplines from Europe and the United States. Kurt will participate in the next meeting this July, held in Frankfurt, Germany.



### Supporting Emerging Scholars

The Bauer Leadership Center supports researchers at Washington University by providing the funding and resources needed to enhance their leadership research.



**Daehyeon (Dae) Kim**, PhD candidate; *The Role of Loss Aversion in Decision-Making Concerning Intergroup*

"My research investigates how leaders can effectively organize people to take a successful collective action, which is challenging due to people's desire to free-ride. Finding ways for leaders to better influence people to participate in a collective action based on data-driven evidence is crucial as the world has been facing various issues that demand effective collective actions to resolve them. Thanks to the support from the BLC, I was able to present my work at the International Conference of Psychological Science this past March." —Dae Kim

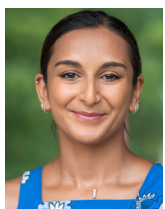
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**Jung Hyun (Julie) Lee**, PhD candidate; *Employee Caregiving Responsibilities and Work Outcomes: A Longitudinal Approach*

"Bauer Leadership Center has a goal to develop values-based leaders. One thing needed by leaders is to understand and engage their employees. Employees with caregiving responsibilities at home face discrimination in employment opportunities and career development (Henle et al., 2020). With the data-driven approach, this research can show that embracing employees with family caregiving responsibilities can increase overall organizational effectiveness, which proves that values-based leadership can turn the values into profit while responding to societal challenges." —Julie Lee

▶ [olin.wustl.edu/EN-US/academic-programs/PhD/Pages/PhdDetail.aspx?username=junghyun.lee](https://olin.wustl.edu/EN-US/academic-programs/PhD/Pages/PhdDetail.aspx?username=junghyun.lee)



**Aditi Vashist**, PhD candidate; *Gossip at Work: Gendered Evaluations of Interpersonal Communication*

"My research is on the intersections of status-laden social identities, interpersonal relationships and sociopolitical issues. In my dissertation, I consider how perceptions of informal interpersonal communication—especially about other people—interact with normative expectations to alter how the same behaviors are perceived from different people. Such communication can be particularly useful for those who are at the margins of networks or excluded from formal information flows within social hierarchies. My work seeks to shed light on this conflict between values-based leadership ideals and having the 'skills and behaviors to get things done' (Dirks, 2022) while taking an inclusive approach to business research (Olin EDI, 2023)." —Aditi Vashist

▶ [olin.wustl.edu/EN-US/academic-programs/PhD/Pages/PhdDetail.aspx?username=avashist](https://olin.wustl.edu/EN-US/academic-programs/PhD/Pages/PhdDetail.aspx?username=avashist)

# Educating and Inspiring the Next Generation

The Bauer Leadership Center develops and supports courses emphasizing values-based, data-driven leadership. These two guiding principles are grounded in the core values and identity of the Olin Business School and specify how one should operate as a leader.

## Leadership: The Power of Higher Purpose



Hillary Anger Elfenbein

As part of the Executive Master of Business Administration program, Hillary and Anjan guide students as they hone their individual leadership styles through assessments, coursework and leadership coaching with the support of the BLC. This year, 38 students are part of the EMBA 57 graduating cohort.

Course instructors: Hillary Anger Elfenbein, John Wallace Jr. and Ellen A. Wallace Distinguished Professor, and Anjan Thakor, Interim Dean, WashU Olin Business School

## Women in Leadership

Using a multifaceted approach to study women in leadership positions, students learn from notable leaders who share their experiences and advice. The class deeply reflects on what to expect from their careers and considers pathways to becoming effective and inclusive leaders in increasingly diverse organizations. This year, 54 undergraduate and graduate students participated in the class.



Cassandra Brown Ray

## Class Speakers, Fall 2022

**Shannon Bagley**, former Executive VP and CAO, Centene Corporation  
**Shantay Bolton, PhD**, Executive Vice Chancellor and CAO, Washington University in St. Louis

**Maxine Clark**, Chief Inspirator, The Delmar DivIne; Founder, Build-a-Bear

**Tina Garrison**, President, DePaul Hospital, SSM Health

**Zoe Hillenmeyer**, CCO, Peak

**Cassandra Brown Ray**, VP of Finance and CFO, Saint Louis Zoo

**Kristen Wild**, President and CEO, Operation Food Search

Course instructor: Hillary Anger Elfenbein, John Wallace Jr. and Ellen A. Wallace Distinguished Professor



## Bauer Leadership Fellows

The Bauer Leadership Fellows program helps students advance their leadership knowledge and skills and refine their personal values and strengths. The program combines challenging leadership experiences with assessments, coursework and coaching to help individuals maximize their leadership capacity. The requirements to earn this honor are managed

by the Bauer Leadership Center. This year, nine students earned this distinguished award.

## Leadership in the Trenches



Erik Dane

The course design is based on the idea that effective leadership development combines three elements: a challenging leadership experience, developmental feedback from coaching and formal instruction. The course partners with the Center for Experiential Learning and provides real-time leadership support to Practicum team leads who manage, organize and motivate team members, manage the client relationship and work with faculty advisors. Students also had the opportunity to participate in a teamwork/ leadership rowing experience on Creve Coeur Lake under the direction of WashU's Head Crew Coach Andrew Black. This year, 20 students participated in the class.

Course instructor: Erik Dane, Associate Professor of Organizational Behavior

## Defining Moments: Lessons in Leadership and Character from the Top

Most successful leaders can point to a handful of defining moments in their careers—key choice points that define the trajectory of their character, career and/or company. Students engage with these leaders, read about leadership, participate in discussions and, ultimately, develop a personal leadership statement to articulate their personal beliefs, principles and values that define them as leaders. This year, over 40 graduate and undergraduate students participated in the class.



Lal Karsanbhai

## Class Speakers, Spring 2023

**Bob Chapman**, CEO and Chairman, Barry-Wehmiller Companies, Inc.

**Lal Karsanbhai**, President and CEO, Emerson Electric Company Distributing

**Nina Leigh Krueger**, President and CEO, Nestlé Purina North America

**Sue McCullom**, CEO and Owner, Eagle Brands Sales and Double Eagle

**John Mozeliak**, President of Baseball Operations, St. Louis Cardinals

**Aaron Powell**, Global CEO, Pizza Hut; Board Member, Sherwin-Williams

**Michelle D. Tucker**, President and CEO, United Way of Greater St. Louis

Course instructors: Kurt Dirks, Bauer Leadership Center Director, Senior Advisor to the Chancellor for Leadership and Bank of America Professor of Leadership; Bill Bottom, Howard and Marilyn Wood Distinguished Professor of Organizational Behavior

Visit our blog to view: [olinblog.wustl.edu/2023/05/defining-moments-lessons-in-leadership-and-character-from-the-top/](https://olinblog.wustl.edu/2023/05/defining-moments-lessons-in-leadership-and-character-from-the-top/)

“

I've enjoyed the character and leadership building that the Bauer Leadership Center has offered me over the past couple of years as an Olin MBA student. I have had the wonderful opportunity to lead teams, working side by side with Fortune 500 companies, in addition to presenting recommendations to C-suite stakeholders. The relationships I have forged with like-minded members of my cohort through the BLC have been among the strongest during this chapter of my journey.” —Tyler Whiteman, MBA 2023

## Delivering Business Impact

### Distinguished Alumni Award Symposium

Kurt Dirks moderated the WashU Olin’s Distinguished Alumni Award Symposium panel on April 21, 2023. The discussion included three honorees, one of whom was Lal Karsanbhai (MBA 1995), a guest speaker for “Defining Moments” this year.



**Chris Bloise, BSBA 1997**  
President and  
Managing Partner,  
Court Square Capital



**Lal Karsanbhai, MBA 1995**  
President and CEO,  
Emerson



**Ari Lewine, BSBA 2009**  
Co-founder and Chief  
Strategy Officer (2012-2022),  
TripleLift

Visit our blog to view: [olinblog.wustl.edu/2023/03/olin-to-honor-three-2023-distinguished-alumni-on-april-21/](https://olinblog.wustl.edu/2023/03/olin-to-honor-three-2023-distinguished-alumni-on-april-21/)

## More News

### WashU Leads

Washington University is committed to developing every member of its community to thrive and step forward to positively impact our region, nation and world. In his recent article, Chancellor Andrew Martin described how we might accomplish this vision by cultivating the capacity for values-based and purpose-driven leadership in our students, staff and faculty. This initiative of Here & Next is being referred to as “WashU Leads.” Professor Kurt Dirks, senior advisor to the chancellor for leadership, is coordinating the efforts in this area. Anna Gonzalez, vice chancellor for student affairs, and Kurt are developing the plan to help all WashU students, whatever their backgrounds or professional paths, to have the opportunity to grow as leaders who are prepared to pursue their purpose with integrity and a commitment to have a positive impact on the world. The Bauer Leadership Center will play an important role in the WashU Leads initiative. A number of the practices that have been developed at the BLC are being adapted for use across the university. Stay tuned. Link to essay ▶ [tinyurl.com/PurposeDrivenLeaders](https://tinyurl.com/PurposeDrivenLeaders)

“... At WashU, we’ve never believed that leadership is something you’re born with. Rather, we believe it’s something that can be developed. And it’s our mission to ensure that each person who studies or works here, regardless of their degree program or professional role, grows in their leadership capabilities.” —Chancellor Andrew Martin



### In Memoriam: Bob Lefton (September 4, 1931–October 6, 2022)

Bob Lefton was a nationally renowned expert on leadership development and the founder of Psychological Associates. Sadly, he passed in the fall of 2022. Bob served on the BLC Advisory Board, and we greatly benefited from his immense experience and wisdom. We miss him. You can read about his remarkable life here ▶ [tinyurl.com/BobLefton](https://tinyurl.com/BobLefton)

Listen to past episodes from *On Principle*, WashU Olin’s podcast that tells stories of pivotal business decisions. Two of our Defining Moments speakers, John Mozeliak (2021) and Nina Leigh Krueger (2021), have been featured. ▶ [olin.wustl.edu/EN-US/News/podcast/Pages/default.aspx](https://olin.wustl.edu/EN-US/News/podcast/Pages/default.aspx)

## Connect with Us

### Bauer Leadership Center Contacts

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With thanks to our Student Associates Claire Gillooly Dempsey (MSW/MBA) and Yiran Wang (SMP-MSBA), and faculty support from Olivia Molino.

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