Letter from Center Leaders

It has been a busy year at the Bauer Leadership Center as we continue pursuing our mission to advance the science and practice of values-based leadership. This spring, we celebrated the graduation of Executive MBA Class 56, the first EMBA class to participate in “Values-Based, Data-Driven Leadership Development.” This course spans the entire EMBA curriculum and builds on the Bauer Center’s leader development framework. It also is supported by the BLC’s network of executive coaches and our battery of original assessments to deliver a transformative, industry-leading development experience. We are using our learnings to transform leader development in our Shanghai and Mumbai EMBA programs, our Full-Time MBA program and our nondegree program. In another significant milestone, we graduated our 100th Bauer Leadership Fellow this year!

In addition, we continue to partner with PhD students and faculty at WashU and other top universities to conduct mission-centered research that advances our understanding of values-based leadership. This annual review summarizes some of those efforts.

This year marks an important transition for the center. After six years as director, Stuart will take a leave of absence from WashU to lead young adult service volunteers in Peru. Kurt Dirks, who worked with Stuart in cofounding the Bauer Center, will return as director with a mandate from the chancellor to expand leadership development to undergraduates throughout the university. To that end, he has also been appointed senior adviser to the chancellor for leadership. We look forward to bringing values-based leadership training to even more students in the years to come.

Stuart Bunderson and Shaylynn Smith
Director and Program Manager, Bauer Leadership Center

Developing Knowledge and Insight

Evidence-Based Leadership Development

Professor Stuart Bunderson collaborated with leadership center directors from institutions that include Duke, Wake Forest, Rice, NYU, Rotterdam, INSEAD and several others to examine the challenges leadership centers face in implementing evidence-based management practices in their programs. The authors interviewed directors of top leadership centers across 60 business schools in the United States and Europe and concluded there is still work to be done in order to fully “walk the talk” of evidence-based leadership development in business schools.

At the Bauer Leadership Center, we promote evidence-based leadership development through repeated, 360-degree assessments that evaluate competencies, values, literacies and tendencies. These assessments are grounded in our state-of-the-science leadership frameworks, like the Bauer Leadership Competency Model (see right). We use this rich assessment data to help students evaluate their progress and focus their development efforts on areas where they can really benefit, supported by our experienced coaches. Data and evidence are critical in our efforts to develop leaders capable of driving results and leading people in ways that are both values based and data driven.

BLC-Sponsored Research Examines the Costs of COVID Furloughs

The Bauer Leadership Center supports researchers at Washington University and beyond by providing the funding and resources needed to enhance their leadership research. Jack Zhang is a PhD candidate in Organizational Behavior at WashU Olin Business School. For his dissertation, he studied how employees cope with the uncertainty of being furloughed. He found that a worker’s response depends on how they think about their job. In Zhang’s study, workers who saw their work as a calling exhibited more adaptive occupational behaviors and had better mental health outcomes than workers who saw their work as just a job or even a career. These results provide important insights into the effects of furlough for both individuals and employing organizations.

This fall, Zhang will join the Nanyang Business School at Nanyang Technological University in Singapore as an assistant professor of strategy, management and organization.
Defining Moments: Lessons in Leadership and Character from the Top
This course examines how leaders achieve excellence with integrity in their careers. As a centerpiece of the course, distinguished leaders discuss the pivotal moments that shaped the trajectory of their leadership, their character and the organizations they have led.

» Class Speakers, Spring 2022
• Bob Chapman, Chairman and CEO, Barry-Wehmiller
• Doug Charles, President, Americas, Korn Ferry
• Lal Karsanbhai, President and CEO, Emerson
• John Mozeliak, President of Baseball Operations, St. Louis Cardinals
• Sue McCollum, Chairman and CEO, Major Brands Premium Beverage Distributors
• Michael Holmes, Chairman Emeritus, Rx Outreach, Inc.
• Yemi Akande-Bartsch, PhD, President and CEO, FOCUS St. Louis

» Class Speakers, Fall 2021
• Maxine Clark, CEO, Clark-Fox Family Foundation; Founder, Build-A-Bear Workshop; Chief INspirator, The Delmar DivINe
• Valerie Toothman, Chief Consumer Experience Officer, Drinkworks
• Ann Marr, VP and Chief HR Officer, World Wide Technology
• Jennifer Engeling, Director, Inclusion and Diversity, Edward Jones
• Katie Fogertey, CFO, Shake Shack
• Michelle Tucker, President and CEO, United Way of Greater St. Louis

Women in Leadership
Now in its eighth year, this course focuses on learning from the experiences and insights of women who have achieved excellence and impact in leadership.

Bauer Leadership Center
BLC by the Numbers

Values-Based, Data-Driven Leadership course participants

<table>
<thead>
<tr>
<th>Full-Time MBA Students</th>
<th>Executive MBA Students</th>
<th>BLC Fellows</th>
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<tbody>
<tr>
<td>300</td>
<td>76</td>
<td>100</td>
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12 videos in the Lessons in Leadership Series

$20K+ in student and faculty research funding

5 original assessments developed and utilized in Bauer Center programs

Defining Moments . . . . . 77 speakers and presentations . . . 880+ students

Women in Leadership . . . 48 speakers and presentations . . . 640+ students

“Through assessments, one-on-one leadership coaching and coursework that required vulnerability and deep introspection, I have become a stronger and more confident leader. Undoubtedly, these BLC experiences have transformed me into a more empathetic, self-assured and skillful manager. As I know I will carry these skills with me for life, I am excited to see the business leader I transform into, hopefully, one known for creating and leading successful, diverse and empowered teams.”

Kendra Kelly, MBA ’21
Bauer Leadership Fellow

“I have to express my gratitude for our leadership training in EMBA. I have never felt more confident in my role as a leader, constructive in my thoughts and feedback, motivated to help my team grow, and sure of my ability to make a positive impact on the development of my team. It has not been easy, but I will be leaving the classroom in May feeling encouraged, uplifted and ready to continue my professional growth work for many years to come.”

Jackie Gerard Ritchie, EMBA 56
Delivering Business Impact

The Bauer Leadership Center partnered with Vrity, Inc. to study how values affect brand-related purchasing behavior, how generational differences affect values and how value-based purchasing behavior was affected by COVID-19.

"Our research shows that consumers care about brand values more than ever. It’s not enough to simply make a good product; today’s brands need to do right by the customer, their employees and the community.”

- Stuart Bunderson

Read more about the study on the BLC website at olin.wustl.edu/blc.

Access the research summary on Olin’s blog at olinblog.wustl.edu.

Listen to Olin’s On Principle podcast as Kurt Greenbaum interviews Olin alumnus Jason Wang, BSBA ’09, about using his business as a force to create positive change. The podcast features research from this study and an interview with Professor Stuart Bunderson. It can be found at onprinciplepodcast.com.

The Bauer Leadership Center partnered with Professor Anjan Thakor and the Wells Fargo Advisors Center for Finance and Accounting Research to examine the role of organizational higher purpose in promoting banking performance and stability. Their work was recently published in the Journal of Banking and Finance.


Distinguished Alumni Symposium | April 22, 2022

The Bauer Leadership Center cohosted the Century Club Business Series Distinguished Alumni Awards panel. Incoming BLC Director Kurt Dirks moderated the discussion, which included this year’s four honorees.

Charles “Chuck” Cohn, BSBA ’08; Founder, Chairman and CEO, Nerdy

Jeff Davis, PMBA ’95; Chairman and CEO, Perficient, Inc.

Jill Ackerman Jones, EMBA ’06; Former Executive Vice President, Former President of North America, CCSA, and IMEA Regions and Global Travel Retail, Brown-Forman Corporation

Marie Winters, MBA ’81; Senior Vice President and Co-Head, Corporate Fixed Income Research, Northern Trust Asset Management

Media Resources

olin.wustl.edu/blc

- Watch our interview with Dr. Yemi Akande-Bartsch, president and CEO of FOCUS St. Louis, about her thoughts on leadership, values and the defining moments that shaped her character and career.

olin.wustl.edu/blc

- Listen as Bradley Wright, professor of sociology at the University of Connecticut, interviews Professor Stuart Bunderson about teaching values-based leadership at the Bauer Leadership Center. Find this at: buzzsprout.com/1397722/9653916

Bauer Leadership Center

Stuart Bunderson, Director
Shaylynn Smith, Program Manager

For more information, please contact us at bauerleadership@wustl.edu.

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