

Leading with Character



2018-19 | Year in Review



Bauer Leadership Center

OLIN BUSINESS SCHOOL AT WASHINGTON UNIVERSITY

The Bauer Leadership Center: Promoting Values-Based Leadership

The mission of the Bauer Leadership Center (BLC) is to advance the science and practice of values-based leadership. Put differently, our goal is to develop leaders of character—leaders who achieve standout results for their organizations while remaining true to personal, organizational, and societal values and responsibilities. As former US president Theodore Roosevelt put it, “Character, in the long run, is the decisive factor in the life of an individual and of nations alike.”

Individuals who lead with character create careers, companies and, ultimately, communities of both impact and integrity. We have been actively pursuing this mission over the past year. Among other initiatives detailed in this report, we helped launch a global consortium of leadership centers, introduced a new experiential course to develop values-based leaders, cosponsored a landmark event on data and values, organized our advisory board and accelerated research on the fundamental question of character in leadership. We gratefully acknowledge the partnership of many individuals and organizations in the success of these various initiatives, including the Center for Experiential Learning, the Center for Analytics and Business Insights, Alumni and Development, Mastercard, our partners at other universities and many others.

Finally, there has been a change in our leadership team at the BLC. Kurt Dirks stepped down from his role as BLC co-director this year to assume a new role as vice chancellor of international affairs for WashU. Our loss is the university’s gain—he will do great things in this new role. Thank you for supporting us in our mission to build leaders of character.

Stuart Bunderson and Marcianne Gagliardi
 Director and Program Manager

Upcoming Events

When Work Is a Calling	Academic Conference	October 10-11, 2019
Does Character Matter for Leadership?	Values in Leadership Series	Fall 2019
Global Consortium of Leadership Centers	Academic Conference	November 5-6, 2019
Higher Purpose Conference	Academic and Industry Conference	November 8, 2019
Changing Perspectives on the Social Responsibility of Business	Values in Leadership Series	Spring 2020

Developing Knowledge and Insight

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Global Consortium of Leadership Centers

In an effort to advance the science and practice of leadership, the Bauer Leadership Center has worked to create a global consortium of organizations. The inaugural summit, held in the Netherlands on November 5 and 6, 2018, included representatives from these schools: INSEAD (France, Singapore), Goethe University (Frankfurt), University Groningen (Netherlands), Aarhus University (Denmark), Leiden University (Netherlands), Utrecht University (Netherlands) and WashU Olin (USA). The Bauer Leadership Center will host the consortium’s next meeting on November 5 and 6, 2019.



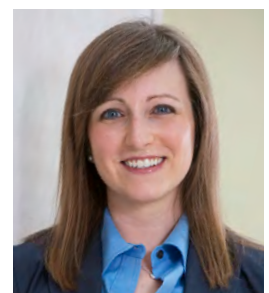
Research and Case Work Seed Funding

The Bauer Leadership Center supports the scholarly activities of WashU Olin PhD students by providing them with tools and resources to enhance their leadership research.

- [Jasmine Huang, PhD '19](#) (expected), Organizational Behavior “Examining the Drivers of Managers’ Blame and Credit Behaviors in the Workplace” [Listen to Podcast](#)
- [Elizabeth Luckman, PhD '18](#), Organizational Behavior “The Influence of Images of God on Our Implicit Leadership Theories”



Jasmine Huang, PhD '19



Elizabeth Luckman, PhD '18

Education and Curriculum Development

Defining Moments: Lessons in Leadership from the Top

This course examines issues related to how individuals achieve excellence with integrity in their careers. As a centerpiece of the course, notable leaders provide candid insights as they discuss their own defining moments in their career.

» Class Speakers, Spring 2019

Bob Chapman, Chairman and CEO, Barry-Wehmiller Cos., Inc.
Arnold Donald, President and CEO, Carnival Corporation & plc
Jennifer Labit, Founder and CEO, Cotton Babies
Kathy Mazzarella, Chairman, President and CEO, Graybar
John Mozeliak, President of Baseball Operations, St. Louis Cardinals
Anthony Rodio, President and CEO, YourMechanic Inc.
John Stroup, CEO and Chairman of the Board, Belden Inc.



Arnold Donald



Jennifer Labit

Women In Leadership

Now in its fifth year, this course takes a multifaceted approach to studying women in leadership positions to better prepare students to lead in organizations.

» Class Speakers, Fall 2018

Elaine Agather, Chairman, JPMorgan Chase & Co. Dallas Region
Marie-Hélène Bernard, President and CEO, St. Louis Symphony
Karen Branding, Senior Vice President of Public Affairs, Federal Reserve Bank of St. Louis
Maxine Clark, CEO, Clark-Fox Family Foundation; Founder, Build-A-Bear Workshop
Laura Freeman, Chief People Officer, Schnucks Markets Inc.
Emily Pitts, Principal, Inclusion & Diversity, Edward Jones



Marie-Hélène Bernard

Leading in the Trenches: Learning to Lead through Experience

Open to all Olin and WashU students, this new course is designed to help students advance their leadership capacity by engaging in and learning from a challenging leadership experience.



BLC Fellows rowing team building



Values-Based, Data-Driven Decision-Making

Bauer Leadership Center Director Stuart Bunderson and Seethu Seetharaman, director of the Center for Analytics and Business Insights, developed and cotaught an executive education class on a framework and set of tools to help students balance data and principles in decision-making. Held on March 26 and 27 of this year, the course is intended to serve as a foundation for other Olin coursework.

[Read more about this course.](#)

Delivering Business Impact

Values in Leadership Series

Data for Good: Informed by Numbers, Driven by Principle

On October 5, 2018, the Bauer Leadership Center partnered with Olin's Center for Analytics and Business Insights to host a discussion about innovative ways analytics are being leveraged to make a positive and principled difference in organizations, communities and society at large. Not only does success require analytical acumen and sound strategy, it also requires clarity around values and purpose. [Learn more about this symposium.](#)

Distinguished Alumni Symposium: Values-Based, Data-Driven Decision-Making

The Bauer Leadership Center and Olin Alumni and Development cohosted a panel discussion with WashU Olin's 2019 Distinguished Alumni honorees as part of the business school's long-running Century Club Business Series. Held on April 5, 2019, the discussion centered on the growing need for companies to be both evidence-driven and values-based as they make business decisions.

[Read more about the business leaders who were honored at this event.](#)



Advisory Board

The center held its first Advisory Board meeting on October 18, 2018. We are proud to announce an impressive group of new members that adds to our outstanding group of board members.

Yemi Akande-Bartsch, PhD, President and CEO, Focus STL

Ken Cella, Principal, Client Strategies Group, Edward Jones

Maxine Clark, CEO, Clark-Fox Family Foundation; Founder, Build-A-Bear Workshop

Steve Degnan, Chief HR Officer, Nestlé Purina

Michael Holmes, Chairman of the Board, Rx Outreach

Orv Kimbrough, CEO, Midwest BankCentre

Robert Lefton, PhD, Cofounder, Chairman and CEO, Psychological Associates

Sue McCollum, Chairman and CEO, Major Brands Premium Beverage Distributors

“I think you can only lead with impact and integrity. There’s a difference between leadership and doing a job. There’s a difference between leadership and being a boss.”

—Sue McCollum, JD '14, Chairman and CEO, Major Brands Premium Beverage Distributors
[Watch Sue discuss leading with impact and integrity.](#)

Video Resources

olin.wustl.edu/blc

Gain insight—and inspiration—from our ever-growing Leadership Video Library featuring accomplished leaders and academics.

[Arnold Donald](#)—President and CEO, Carnival Corporation & plc

[John Mozeliak](#)—President of Baseball Operations, St. Louis Cardinals

[Anjan Thakor](#)—John E. Simon Professor of Finance, WashU Olin Business School

Bauer Leadership Center

[Stuart Bunderson](#), Co-Director of BLC

[Kurt Dirks](#), Co-Director of BLC

[Marcianne Gagliardi](#), Program Manager

For more information or to join our mailing list, contact Marcianne Gagliardi at mgagliardi@wustl.edu or 314-935-2943.

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Connect with us

