Values. Character. Leadership.

2019–20 | Year in Review

Bauer Leadership Center
OLIN BUSINESS SCHOOL AT WASHINGTON UNIVERSITY
Lead Courageously
Values-Based Leadership during Troubled Times

This year’s director’s message was written from our homes, as we are doing our part to support efforts around the world to limit the spread of COVID-19. One of our recent executive speakers made the observation that whereas most managers can navigate calm waters, it takes a true leader to guide an organization through stormy seas. We would agree—there is nothing like a global pandemic to bring into stark relief the critical importance of steady, competent, values-based leadership. We continue to do our best at the Bauer Leadership Center to prepare leaders of competence and character—leaders who have the skills and values to be a force for positive and principled change in careers, companies and communities. This “year in review” will give you a sense for how we are working toward that goal through an exciting lineup of academic programs, executive symposia, signature courses and research conferences. In the end, we measure our success in terms of the personal insights and developmental transformations that happen as students, participants and researchers participate in our sponsored activities and events—and come to a better understanding of the critical importance of values-based leadership in changing the world. We invite you to learn about what we are doing and to join us on the journey!

Stuart Bunderson and Marcianne Gagliardi
Director and Program Manager

Developing Knowledge and Insight

Organizational Higher Purpose Conference (Academic and Industry Conference) | November 8, 2019
This invitation-only academic and industry conference was an inspiring event in which academic researchers, consultants and leaders of various types of organizations shared their insights to senior leaders on the power of organizational purpose and how it relates to personal and organizational outcomes. Some of the topics included “Becoming a Purpose-Driven Leader: The Question That Changes Everything,” “The Economics of Higher Purpose,” and “The Positive Effects of Higher Purpose for the Physical and Mental Well-Being of Individuals.” The conference was cohosted with the Wells Fargo Advisors Center for Finance and Accounting Research (WFA–CFAR) and Barry-Wehmiller. Check out the highlights of the conference here.

Calling Conference | October 10–11, 2019
The “Calling Community Conversation” was a first-of-its-kind gathering of more than a dozen top scholars from universities around the world who study employees who view their work as a personal calling, and how that orientation toward work affects behaviors and outcomes. Researchers shared their insights about the state of research on this topic and worked together to plan an agenda for increasing the impact of work in this promising research domain.

Global Leadership Centers Roundtable | November 5–6, 2019
The Bauer Leadership Center hosted the second Global Leadership Centers Roundtable, where participants shared best practices in running leadership centers and identified ways to work collaboratively to advance the science and practice of leadership development. Participants included representatives from: London Business School (England), Goethe University (Germany), University of Groningen (Netherlands), Aarhus University (Denmark) and Leiden University (Netherlands), Utrecht University (Netherlands) and Washington University’s Olin Business School (USA).

Research and Case Work Seed Funding
The center supports researchers at Washington University and beyond by providing them with tools and resources to enhance their leadership research.

- Patrizia Vecchi, PhD ’19, University Lecturer in Organizational Behaviour, University of Cambridge, “Managing Errors in the Perception of Workplace Social Networks: The Case of Workplace Cooperation”
**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 2020**
  - Bob Chapman, Chairman and CEO, Barry-Wehmiller
  - Lauren Herring, CEO, IMPACT Group
  - Brandon Mann, Managing Partner and CEO, Kingdom Capital
  - Kathy Mazzarella, Chairman, President and CEO, Graybar
  - Anthony Rodio, President and CEO, YourMechanic Inc.
  - Dave Steward, Chairman and Founder, World Wide Technology Inc.
  - Michelle Tucker, President and CEO, United Way of Greater St. Louis
  - Tim Wentworth, President, Express Scripts & Cigna Services

**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 2019**
  - Andrea Adegas Faccio, Chief Marketing Officer, Nestlé Purina North America
  - Elaine Agather, Chairman, JPMorgan Chase & Co. Dallas Region
  - Adrian Bracy, CEO, YWCA Metro St. Louis
  - Maxine Clark, CEO, Clark-Fox Family Foundation and Founder, Build-A-Bear Workshop
  - Rhonda Hamm-Niebruegge, Executive Director, Lambert International Airport
  - Michelle Nettle, Chief People and Culture Officer, ManpowerGroup

**Bauer Leadership Fellows Program**

**New Cohort, Fall 2019**
Open to all Wash U students, the Bauer Leadership Fellows program, now in its third year, helps students refine and embrace their values and strengths as leaders through assessments, coaching and learning from experience. As of this spring, 66 of Wash U’s best students will have graduated with the prestigious Bauer Fellows designation.

**Values-Based, Data-Driven Decision-Making**
In 2019, the Bauer Leadership Center and the Center for Analytics and Business Insights joined forces to create a new signature course for the redesigned MBA program called “Values-Based, Data-Driven Decision Making.” This novel course, which all incoming MBA students take during their first weeks at Olin, lays a key foundation from which students can build as they work to achieve one of the key strategic pillars of the Olin Business School—becoming values-based and data-driven decision makers and leaders.
Values in Leadership Series
Is Character Important for Leadership? | February 26, 2020, Emerson Auditorium
We often say that character is essential in leadership. But what do the data say? This symposium examined two fundamental questions about the relationship between character and leadership. First, how essential are things like integrity, trustworthiness and humility for leader effectiveness? And second, how much do we—or should we—care about the character of our leaders as long as they are delivering results we care about? Three top Olin faculty members who study leadership characteristics shared their research findings in dynamic, TED-style talks. The panel included Kurt Dirks, Emily Grijalva and Lamar Pierce.

Data Responsibility Conference | November 1, 2019, Emerson Auditorium
The Bauer Leadership Center and the Center for Analytics and Business Insights cohosted a one-day conference for leaders across academia, industry, and the public service and nonprofit sectors to discuss topics that provoke thoughtful conversations about data stewardship. The conference addressed the question “How do we use data responsibly without losing sight of values?” Topics included data privacy, data consent, data control and algorithmic bias. We heard from Maritz, Express Scripts, Mastercard, Edward Jones and other leading companies paving the way.