

Advancing Values-Based Leadership



2023-24 | Year in Review



Bauer Leadership Center

OLIN BUSINESS SCHOOL AT WASHINGTON UNIVERSITY

Letter from the Center: New Opportunities

The Bauer Leadership Center continues to expand its reach and impact in developing leaders of competence and character. We are supporting faculty with their work in the classroom, encouraging research from across campus on leadership, and working with other universities to develop best practices. And, of course, we are guided by our core mission to support students in their leadership journey.

After 23 years at WashU, I will be leaving WashU to serve as dean of the Eccles School of Business at the University of Utah. Founding the Bauer Leadership Center (in partnership with Stuart Bunderson) is one of the achievements of which I am most proud due to the impact it has had. Dean Mike Mazzeo has appointed Andrew Knight as director of the Bauer Leadership Center for the 2024–25 academic year. Andrew is a professor of organizational behavior and was recently appointed senior advisor to the chancellor for leadership and executive director of the Bauer Leaders Academy.

Over the past eight years, the center has impacted many students and has become a key pillar of WashU Olin's ethos to educate Values Based, *Data Driven*® leaders. The center has also served as the inspiration for a new university-wide initiative launching this fall. The Bauer Leaders Academy is intended to build leadership skills inside and outside the classroom, helping all WashU students develop as leaders of character and conviction.

I am excited to see how the Bauer Leadership Center continues to help fulfill its mission, which is as important as ever for business and society.

Kurt Dirks, Director

[Read more about Kurt Dirks's new leadership role.](#)



Kurt Dirks



Andrew Knight

Developing Knowledge and Insight

Evidence-Based Leadership Development

We continue to give thought to leadership topics and highlight work by WashU Olin's organizational behavior professors. [Ashley Hardin](#) examined how sharing personal details can help coworkers' relationships. [Hannah Birnbaum](#) focused on the impact of allyship. [Erik Dane](#)'s work highlighted employee individuality and how businesses can support employee epiphanies. These topics point toward the tangible ways values inform purpose and, ultimately, shape ourselves, our relationships and our broader communities.



Ashley Hardin



Hannah Birnbaum



Erik Dane



GLCR

GLOBAL LEADERSHIP
CENTRES ROUNDTABLE

Our Role in the International Community of Leader Development

BLC is a founding member of the Global Leadership Centres Roundtable (GLCR). The GLCR is an international network of university-based leadership centers in Denmark, Germany, the Netherlands and the United States.

In the summer of 2023, members convened at Goethe University in Frankfurt, Germany, to share current research and discuss best practices. Following the workshop, Kurt Dirks presented research to faculty and students on developing a culture of trust within organizations.

Supporting Emerging Scholars



The center supports WashU doctoral student researchers by providing funding to enhance their leadership projects. We again supported Aditi Vashist as she earns her doctorate and heads to the University of Utah to be an assistant professor!

“The Bauer Leadership Center has been indispensable in providing me with the support needed to complete my dissertation. As a graduate student scholar, resource availability can be a major hurdle to conducting meaningful research. I am truly grateful for the tangible as well as intangible help from the center, including funds to pay study participants and the psychological safety necessary to be successful as an independent researcher.”

—Aditi Vashist, PhD Student, Summer 2024

Data Assessment Center

A major center goal is to centralize, standardize and operationalize the surveys and assessments we distribute to students to aid in their leadership journeys. This is an ongoing process, and we made huge strides this year!

BY THE NUMBERS

1200	Assessments distributed
10	Total assessments added to database
4	New assessments developed

Faculty Grants

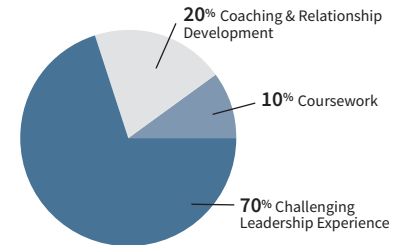
To support leadership across WashU, not just Olin, the BLC launched a new program in partnership with the Bauer Leadership Academy called the Education and Research Incubator Grants program. In this initial round, faculty from any department at WashU were invited to submit proposal to infuse purpose, values and/or leadership into their course offerings for first-year undergraduate students. This year, we awarded 13 grants of \$2,500 each to professors within these schools: Arts & Sciences, Brown School, Olin Business School and Sam Fox School of Design & Visual Arts. Incorporating discussions about leadership within the academic community further encourages students to recognize their ability to lead, where leading is about the positive impact one seeks to effect, regardless of position.

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 WashU Olin's core values and identity and specify how one should operate as a leader.

Values-Based Leadership Education Framework

All Olin students participate in Values Based, *Data Driven*® leadership courses. The center actively supports the St. Louis Executive MBA program and three leadership courses: Leadership in the Trenches, Women in Leadership, and Defining Moments. We follow the 70/20/10 model of leadership development as shown in the graph:



Leadership in the Trenches

Leadership in the Trenches, taught by Erik Dane, Associate Professor of organizational Behavior, is required for students who pursue the Bauer Leadership Fellows Award. It serves as the core foundation as students engage in all components of the 70/20/10 leadership model. Students serve as the team lead for the Center for Experiential Learning Practicum course, engage in leadership coaching sessions and participate in a course designed to support leadership development. We always enjoy the culminating rowing experience at Creve Coeur Lake under the direction of WashU's head crew coach, Andrew Black!

“ In leadership, it's not always about driving the boat. It's also about balancing it.”
—Purva Joshi, MBA, Summer 2024



Bauer Leadership Fellows Award

This award is earned by students who actively choose to grow in their leadership journey. We are thrilled to award 12 students with this honor. Please see their pictures on the cover and names listed on the back page.

Leadership Courses Engage Students with Top Leaders

Women in Leadership

Taught by Hillary Anger Elfenbein, John Wallace Jr. and Ellen A. Wallace Distinguished Professor, students learn from female leaders and reflect on their own leadership journey.

Class Speakers, Fall 2023

Maxine K. Clark,* CEO, Clark-Fox Family Foundation Founder, Build-A-Bear Workshop; Chief INspirator, The Delmar DivINe
Lori Coulter, Co-Founder and CEO, Summersalt
Akberet Boykin Farr,* Vice President, Human Resources, Emerson
Reetika Grewal,* EVP, Head of Digital for Commercial Banking and Corporate & Investment Banking, Wells Fargo Bank
Aimee Wehmeier,* President, Paraquad
Sunny Yi, VP, General Counsel & Chief Compliance Officer, Adidas Asia Pacific and Greater China

*We celebrated the 10-year milestone by capturing spotlight videos from some of our class speakers. You can view these on our [website](#).



“ The BLC has given me the opportunity to meet and learn from renowned business leaders as well as put my learnings into action through experiential leadership practice.”
—Christian Nixon, MBA, Spring 2023

BY THE NUMBERS

- 53** St. Louis EMBA 58 and 59 students
- 19** Leadership in the Trenches students
- 72** Students coached by ICF-certified coaches
- 58** Defining Moments students
- 68** Women in Leadership students

Defining Moments: Lessons in Leadership 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 55 graduate and undergraduate students participated in the class. The course instructors were Bauer Leadership Center Director Kurt Dirks and Bill Bottom, Howard and Marilyn Wood Distinguished Professor of Organizational Behavior.



Michelle D. Tucker

Class Speakers, Spring 2024

Yemi S. Akande-Bartsch, PhD, President and CEO, FOCUS St. Louis
Bob Chapman, Chairman and CEO, Barry-Wehmiller
Michael Holmes, Founder, Rx Outreach
Alaina Maciá, President and CEO, MTM
Aaron Powell, CEO, Pizza Hut Global
Tony Ryan, Partner, President and Chief Executive Officer, Arrowstreet Capital, LP
Michelle D. Tucker, President and Chief Executive Officer, United Way of Greater St. Louis



Aaron Powell provided Pizza Hut for our students this year!



Delivering Business Impact

Distinguished Alumni Award Symposium

Kurt Dirks moderated WashU Olin's Distinguished Alumni Award Symposium panel on April 5, 2024. The discussion included three honorees and centered around values, resilience, leadership and grit. A key concept emerged—the importance of true values holding up when tested and the power of infusing purpose into the DNA of a culture.



JD Ross, BSBA 2011
Co-Founder, Opendoor



Eric Green, EMBA 2009
President, CEO and
Chair of the Board,
West Pharmaceutical
Services, Inc.



Andrea Adegas Faccio, EMBA 2017
President and Chief Growth Officer,
Nestlé Purina North America

Learn more about these alumni who were honored at the 2024 DAA Symposium: <https://tinyurl.com/2024DistinguishedAlumni>

Wealth and Asset Management Symposium

We were happy to support the 8th Annual Wealth and Asset Management Conference in May. Students, scholars and financial services industry practitioners convened to engage with diverse topics. The emphasis was on leadership development, the current state of the wealth and asset management industry, and emerging trends.

More News

Sustainability Goal

The Bauer Leadership Center earned the GOLD Green Office Certification Award this past year! We are proud of our efforts to reduce waste and promote sustainable habits.

Leadership Resources

The Bauer Leadership Center team regularly reads to expand our knowledge, and we have recently donated over 25 books to Olin Business School's Kopolow Library located in Simon Hall around the topic of leadership. Stop by to check out a book and continue your own leadership journey on topics from coaching and management to personal development and implementation of leadership skills.



BLC Fellows on cover page listed in order from top to bottom, left to right. Maralmaa Chinzorig, Christian Nixon, Sai Teja Papagari, Vitaliy Sharlai, Tram Ngo, Sabdat Umar, Jon Lee-Casco, Priyansh Brannen Lall, Silvia Zhu, Sushant (Major) KC, Purva Joshi, Michael Roytburd.

Connect with Us

Bauer Leadership Center Contact

Amy VanEssendelft, Program Manager

With thanks to our student associates Yiran Wang (SMP-MSBA), Aditi Vashist (PhD candidate), Julie Lee (PhD candidate) and Tram Ngo (MBA), as well as support from Michelle Pointer and others!

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