



An Executive Development Program Series

EDP USA: Entrepreneurial Leadership & Innovation

《创新与具有创业者心态的领导者》

Silicon Valley (San Francisco), USA

or

Boston, USA

*“Explore New Markets, Develop Innovative Products, Build Pioneering Ventures, Grow Entrepreneurial Leaders”
An executive growth program designed for firms that aspire to infuse their leaders with an unique blend of
Babson and Silicon Valley’s Entrepreneurial Thought & Action*

Why Babson?

Where do you go if you want to be great at Strategy?	Harvard
Where do you go if you want to be great at Design Thinking?	Stanford D-School
Where do you go if you want to be great at Technology?	MIT or Singularity
Where do you go if you want to be great at Finance?	Wharton
Where do you go if you want to be great at Marketing?	Kellogg

Where do you go if you want to be great at Entrepreneurial Leadership & Innovation?

BABSON

- Babson has been ranked the No. 1 School in Entrepreneurship for the last 26 years
- Babson has a 50-year history developing Entrepreneurial Leaders and Innovators
- Babson faculty have taught 10,000+ global executives, over this 20-year period, on these topics
- Babson faculty have taught 3,200 educators from 750 universities in 68 countries since 1984
- Babson Executive Education Faculty have been ranked globally in the top 10 by *Financial Times*
- Babson faculty have original content in the area of Entrepreneurial Leadership & Innovation
- Babson faculty have written books, practitioner articles, and case studies in the area of Innovation
- **Babson faculty will be joined by Stanford University faculties and Silicon Valley investors, entrepreneurs, and consultants on this program.**

Why an Entrepreneurial Leadership & Innovation (ELI) program for your leaders?

Pioneers have long explored new frontiers in geography, religion, science, technology, business, and arts. California has captivated waves of entrepreneurs and innovators since the days of the gold rush in 1849. From the early Spanish missionaries to the newest immigrants, scores of pioneers have built California to become the fifth largest economy in the world. Each wave—religion, gold, railroads, agriculture, movies, education system, semiconductors, venture capital, internet, and mobile—has not only transformed CA, but each wave has impacted the entire world. Today, the Unicorn obsessed Silicon Valley-style entrepreneurship—start big, raise massive venture capital (VC), disrupt everything, scale exponentially, delay profits—has completely fascinated entrepreneurs and executives worldwide.

Babson comes from a totally different type of entrepreneurial philosophy; one that is rooted in East Coast moderation, family business venturing and corporate entrepreneurship. Even though, the modern VC Industry was born in Boston, today, this philosophy differs from that of Silicon Valley-style venture funding and entrepreneurship. One is not better than the other. They are different and both are equally important.

Babson’s philosophy is imbedded in Entrepreneurial Thought & Action® that is built upon the following principles: (1) Entrepreneurial Leaders impact change with very little resources; (2) They use innovation as their primary weapon to impact change; (3) They fearlessly explore ambiguity to learn new skills and develop deep capabilities; (4) They energize and engage their employees to navigate uncertainty with a call to action; (5) They lead change with clarity in thinking, clarity in talking, and clarity in acting; (6) They facilitate their employees to forage into the future by acting their way into new thinking or thinking their way into new action; (7) They manage risk by obsessing with customer intimacy, customer immediacy, and constant bureaucracy busting; (8) Finally, they traverse paradoxes by leading messy creativity with structured innovation processes: merging individual expertise with

collective capabilities; promoting failure tolerance and eschewing incompetence tolerance; taking fast and tough decisions sometimes and demonstrating restraint, patience, and grit at other times.

Join Babson Executive Education on an exciting journey of entrepreneurial leadership and innovation.

Who should attend this program?

It is a program that is designed for leaders who have direct reports—supervisors, managers, directors, general managers, vice presidents and presidents—within any enterprise.

What are potential program outcomes for your leaders?

- **Babson Entrepreneurial Thought & Action:** Action Trumps Everything, Means at Hand
- **Expertise in Traction Gap Methodology:** Customer Development, Market-Product Fit, Scaling
- **Enterprise Building and Pioneering:** Create New Markets, New Products, New Ventures
- **Comfort with the Science of Innovation:** The Concepts, Methods and Tools of Innovation
- **Articulate Enterprise Innovation Strategy:** Governance, Resourcing and Measuring Innovation
- **Enhance Entrepreneurial Leadership Skills:** Develop competence and confidence to leads others
- **Create a Culture of Innovation:** Ability to build an innovation sandbox where others can play
- **Lead Innovation Projects:** Prioritize, Categorize, Budget, and Track Horizon innovation projects
- **Deploy Innovation Processes:** Create and integrate new content, courses, and programs
- **Develop an Executive Network:** Collaborate with other executives in the program

Participants will receive a Babson Executive Education Certificate at the completion of the program.

What is the program format?

The program structure consists of classroom learning, guest speakers, and company visits. The company visits will include entrepreneurial startups and well-known innovative enterprises. Guest speakers will include entrepreneurs, Venture Capitalists, corporate entrepreneurs, and executives.

The sessions consist of experiential exercises, case-based discussions, interactive lectures, group work, and peer-based learning.

What topics will be covered in the program?

Faculty at Babson are experts in both packaging external content and in creating original content—cases, articles, simulations, games, etc. Being a premier global provider of Executive Education programs, Babson faculty collectively have decades of expertise and experience in designing and delivering both open-enrollment and custom designed executive programs. Finally, Babson faculty pioneered nearly 20 years ago the art of “integrated teaching”—cross-functional and cross-discipline pedagogy.

This program will bring best-in-class and state-of-the-art thinking & material—concepts, tools, and methods.

Program Content

Entrepreneurial Leadership: Entrepreneurial Leadership is different from other types of Leadership—Transformation, Heroic, Military, Religious, Political, Resonant, Evocative, and others. ELs are not just risk managers. ELs are uncertainty navigators and ambiguity explorers. Risk is about the known world, while uncertainty is about the unknown world. Risk is about existing customers, existing competitors, and existing technologies. Risk is about known products, markets, and business models. We have data from the past and we can calculate risk. One can make decisions using spreadsheets and what-if analysis. The world has a great abundance of risk managers. Hence, a commodity skill. On the other hand, uncertainty is about unidentified customers, uncharted markets, unproven technologies, unverified products, and untested business models. Uncertainty is full of unknowns and we don't have data. We can't calculate uncertainty. One has to make decisions without a spreadsheet and complete information. Unfortunately, there is a scarcity of uncertainty navigators in this world. Further, ELs initiate change to take the enterprise into uncharted territories and create an innovation culture that is able to navigate and thrive even under external turbulence of Volatility, Uncertainty, Complexity, Ambiguity and Hyper-connectedness (VUCAH).

Innovation: Innovation is a discipline. It is a field of study; a body of knowledge. It is a discipline like other

established disciplines in management (strategy, marketing, finance, etc.). However, innovation is a new body of knowledge; a fast-evolving field of study. Also, innovation is a meta-discipline. Firms can innovate in medicine, software, marketing, music, and sports. Hence, there are universal principles, methods and tools that can be used in all spheres of life. Innovation also is integrative. Unlike other disciplines, you cannot teach innovation in isolation. While addressing innovation, one needs to bring together at least three very deep and interconnected topics—strategy, entrepreneurial leadership, and culture. The world badly needs multidexterous teachers who have both breadth and depth competence in these key areas—strategy, innovation, entrepreneurial leadership, and culture. Please see Exhibit 1 at the end of this document.

Traction Gap: The Silicon Valley Success Formula

We have been building products and services for years. Many have worked but there are times when they underperform expectations in the market or do not perform at all. The majority of us stumble when it comes time to innovate and take new products and services to market. We're here to fix it. What occurs between an early-stage idea and commercializing and scaling that idea has remained largely undocumented. This is the Traction Gap, that period of time between introducing new innovation into the marketplace and being able to scale it during a rapidly closing window of opportunity. Silicon Valley boasts many success stories of how ideas become actual businesses and eventually achieve great financial and social outcomes. This session provides an overview of the local ecosystem and key turning points in the region's history. We also will cover the what and how of building great companies and ways of leveraging the resources and expertise from Silicon Valley and apply them to your businesses.

Market Engineering vs. Product Engineering

What do Facebook, Google, Salesforce.com have in common? In what way does Apple work like a 165-year-old glass company Corning? Why have some of the largest companies on the Nasdaq and NYSE fizzled out in the last 20 years? Innovation is a common throughput. Some have it and some don't. And, the ones that have it and are the most successful create, develop, and dominate new categories of products and services. In this session, you will learn what it takes to think big and be a market leader. It is not enough to engineer new products and services, you also need to engineer the markets in which they compete.

Market Engineering in Action

Product and marketing leaders and innovators must develop competencies in the Traction Gap architecture pillars and continue to measure, refine, and optimize them on the way to Minimum Viable Traction (MVT). This hands-on session offers guided exercises and guard rails to help organizations successfully navigate their product and service innovation to success. We will visit a local company to learn firsthand how its leaders used market-first principles to generate sustained success.

Successful Go-to-Market Strategies

Designing your product or service innovation alone is not enough to guarantee significant market adoption. Successful innovators need a well-defined and finely tuned go-to-market strategy that identifies large pockets of customers, gives them the reasons to buy your products and services, and enables them to recruit other customers to your organization. In this hands-on session, we will focus on helping you to identify the key elements for your winning go-to-market strategy.

Avoiding the Slide 29 Mistake

Have you ever sat in an R+D meeting and heard countless niceties about the product or service that is being created? "It's going to be a game changer for the company, our biggest innovation yet." You sit through 28 slides of product details and then you get to the last slide and it is a summary of how it will be launched. The most critical part of innovation is glossed over, the go-to-market phase. How do we bring this thinking into play long before the product is delivered and engineer the market to ensure success? With a basic template, you will be able to do just this by the end of this session. We will visit a local company to learn firsthand how its leaders used these principles to avoid the Slide 29 Mistake.

Entrepreneurial Leadership & Innovation Dynamics

Entrepreneurial leaders change the dynamics of competition in an industry or a local market or the lives of people. Innovation is usually the principal weapon of the entrepreneurial leaders. Of the top 500 Fortune firms in the U.S. in 1980, only 202 had survived by the year 2000. Most were acquired, merged, or broken to pieces. In the 1960s, an

average U.S. Fortune 500 “Gorilla” lived for an average of 60 years. Today, that number is 15 years. Globally, it is no different. The largest 1,000 global Gorillas are dying faster than ever before. In most situations, the Gorillas have been disrupted or degraded by fast, flexible, more innovative and entrepreneurial “Monkeys” and “Chimps” like Amazon, Google, Facebook, Netflix, Alibaba, Xiaomi, Haier, Micromax, Airbnb, Uber, Workday, and others. In this session, we will see how the Monkeys are able to beat the Gorillas and if the Gorillas can fight back and survive.

Innovation Opportunities: Changing the Game

Executives and leaders are often looking for the next big innovation that is going to change the growth trajectory of their firm. There are many ways to innovate. For instance, Silicon Valley is addicted to disrupting everything and/or scaring everyone that they will be exponentialized to irrelevance. This definitely terrifies many executives, especially those leading traditional industries that are a little removed from the digital revolution. Wall Street gets scared if firms make huge investments that are not close to their core, e.g., forcing the split of Google and Alphabet. However, there is good evidence that established firms can find amazing growth opportunities by pursuing ideas that defend and extend the core by finding adjacencies to embellish the core that may in time become growth engines of the future. Time-tested tools like the Innovation Life Cycle and the “Bowling Alley” can help executives find such growth opportunities.

PROGRAM STRUCTURE

The Babson ELI program is a full-time, five-day residential seminar, which takes place near the Stanford University campus or Babson College campus. Throughout the entire program, participants are expected to work eight to nine hours a day, and full participation in all activities is required. The program structure consists of classroom learning, experiential exercises, case-based discussions, interactive lectures, group work, peer-based learning, guest speakers, and panel discussions. The program will include faculties and special guests from Babson, Stanford University, and Silicon Valley. All sessions are conducted in English.

PROGRAM LOCATION

1. West Coast. **ELI San Francisco** includes: contents from Babson entrepreneurship/innovation, contents from Stanford entrepreneurship/innovation, and Silicon Valley company on-site case studies.
2. East Coast. **ELI Boston** includes: contents from Babson entrepreneurship/innovation, contents from Harvard transformational leadership, contents from West Point (United States Military Academy) battlefield leadership, and Boston company on-site case studies.

PROGRAM ADMISSION

Professional achievement and institutional responsibility are the main criteria for admission. Proficiency in spoken and written English is essential, as participants will be required to contribute to fast-moving discussions during classroom sessions and peer-discussion groups. Participants must have full institutional sponsorship. Sponsoring institutions agree to assume all fees, provide for reasonable additional expenses, and relieve participants of their work responsibilities for the length of the program. Invited companies are encouraged to nominate participants to the program. Upon the successful completion of the program, a *Babson Executive Education Certificate* will be issued to participants.

PROGRAM DATES

TBD

PROGRAM FEES

The program fee for the program is determined by the number of participants. The fee includes tuition, study materials, translation, and ground transportation. Fees are due within 30 days of the invoice date, or upon receipt of the invoice if admission is within 30 days of the program start date. Cancellation policies are outlined in the information provided to applicants upon admission.

For questions about the program, please contact:

John Chen
Managing Director, Asia Pacific

Babson Executive Education
Telephone: + 1 781-239-4319
Email: jchen@babson.edu

Emma Zhang
Deputy General Manager
Beijing Innovation Consulting Limited
Babson Agent for Greater China and Asia
Telephone: +86 010-65973884 | Cell phone: +86 15011379801
Email: yzhang@innoed.com

PROGRAM FACULTY - Some Faculty Profiles



Jay Rao
Professor, Technology & Operations Management

B.Eng, Indian Institute of Technology, India
MS, Operations Research, University of Kentucky
PhD, Management, UCLA

Jay Rao teaches extensively in the Babson Executive Education programs. His executive teaching and consulting is in the areas of innovation, implementation of innovation initiatives within firms, corporate entrepreneurship, and customer experience innovation.

Rao also teaches two elective courses in the Babson MBA programs: (1) Leading Innovation: Creating Organic Growth and (2) #CX #UX #DX Innovation. He is the author of the book titled *The Discipline and Culture of Innovation*. He has written several business cases on a range of topics: Innovation Strategy, Innovation Culture, Leading Innovation, Customer Experience, Customer Service, and Strategy Execution. He was a member of the Innovation Advisory Board at Ocean Spray (USA) from 2010–2015. He currently sits on the Innovation Advisory Board of Bancolombia (Colombia), and on the Flavor Advisory board of Firmenich (Switzerland). He also has a family-business background and sits on the board of The HJKP Educational Trust (India).



Richard T. Bliss
Professor, Finance

BA, BS, Rutgers University
MBA, PhD, Finance, Indiana University

Richard Bliss is a professor of finance at Babson College in Wellesley, Massachusetts. He has been involved in corporate and entrepreneurial finance since 1987, with industry experience that includes time at Touche Ross & Company in New York as a consultant, and senior financial positions at Van Camp Seafood Company and Safety One, Inc., a specialty chemicals startup. He teaches at the undergraduate, MBA, and executive levels, specializing in the areas of Corporate Financial Strategy, Sustainability, Risk Management, and Entrepreneurial Finance. He is the author of two books on Finance and Entrepreneurial Finance. Most recently, Bliss is a member of the Babson team helping to develop and deliver the curriculum for the Goldman Sachs 10,000 Small Businesses Program, a US\$500 million initiative designed to create jobs and spur economic activity through greater access to business education, mentors, networks, and financial capital.



Andrew “Zach” Zacharakis
Professor, John H. Muller Jr. Professor of Entrepreneurial Studies

BS, University of Colorado, Boulder
MBA, Indiana University, Bloomington
PhD, University of Colorado, Boulder

Andrew Zacharakis is The John H. Muller Jr. Professor of Entrepreneurial Studies. He is the director of the Babson College Entrepreneurship Research Conference and past president of the Entrepreneurship Division of the Academy of Management. He also is a past chair of the Entrepreneurship Department at Babson College and a past director of The Arthur M. Blank Center for Entrepreneurship at Babson. His writings and research focus on two major areas of entrepreneurship: the venture capital decision-making process, and entrepreneurial growth strategies. Zacharakis is the author of five books. Prior to his work at Babson, he held investment banking/venture capital positions with The Cambridge Companies, a Los Angeles firm that invested in retail concepts and movie partnerships. Today, Zacharakis is an active angel investor in seed-stage deals. He also previously held positions at IBM and Leisure Technologies. He is a consultant to entrepreneurs and small business startups and ventures.



Phillip Kim
Professor, Entrepreneurship
Lewis Family Distinguished Chair in Social Innovation

BS, BAS, University of Pennsylvania
MA, PhD, University of North Carolina at Chapel Hill

Phillip H. Kim is an internationally recognized expert on entrepreneurship and innovation. He studies, teaches, and advises on different aspects of how individuals build and lead companies that matter. Specifically, his research interests include startup processes and founding teams, institutions and entrepreneurship, cross-national differences in entrepreneurship (especially in emerging economies), technology entrepreneurship, and innovation narratives.

Kim is the Lewis Family Distinguished Professor of Social Innovation at Babson College. He also is the faculty director of the Working Professionals MBA programs. He has taught entrepreneurship courses at undergraduate, graduate, and professional levels and has significant experience teaching students with business and nonbusiness backgrounds. He has received an Award of Excellence by the University of Wisconsin Collegiate Entrepreneurs Organization in recognition for his educational innovations and the Dean of Faculty’s Award for Teaching Excellence in Executive Education at Babson College.



Matt R. Allen
Associate Professor of Entrepreneurship

BA, University of Utah
MBA, University of Notre Dame
PhD, Cornell University

Matt Allen is an associate professor in the Entrepreneurship Division, academic director for the Global STEP Project, and faculty director of Babson’s Institute for Family Entrepreneurship. His expertise is in the effective management of human capital within entrepreneurial environments, especially family enterprises. His research interests focus on the performance implications of leadership and effective management in entrepreneurial organizations. His research has appeared in publications such as; *Personnel Psychology*, *Entrepreneurship Theory and Practice*, and *Strategic Organization*. In addition to working with his father (Ray H. Allen & Associates) as an accountant and consultant to family businesses and other privately held organizations, he has held positions in corporate finance at IBM and Hewlett Packard. He teaches entrepreneurship and family entrepreneurship courses at the undergraduate and graduate level. In addition, Allen has been involved in executive education programs around the world and has worked with

executive students from Argentina, Brazil, Chile, China, Colombia, Ecuador, France, Germany, Indonesia, Korea, Malaysia, Mexico, Peru, Thailand and Uruguay.



Bruce Cleveland
Founding Partner, Wildcat Venture Partners
Best-selling Author, Traversing the Traction Gap

Bruce Cleveland has more than 25 years of operating experience in senior product and engineering roles at notable technology leaders such as Apple, Oracle, and Siebel Systems. Cleveland joined Oracle when it was a small, private company located in Menlo Park. While there, he led the company's Unix product division which ultimately became a major contributor to Oracle's top line. Cleveland joined Siebel Systems as a member of its founding executive team. Within four years, Siebel scaled to \$2B in annual revenue and was recognized by Deloitte as the fastest-growing company in the U.S. Over the course of 10 years, he held several roles for Siebel Systems as the senior executive in charge of alliances, marketing, and product divisions.

As a founding partner at Wildcat Venture Partners, Cleveland focuses on investments and emerging technologies—AI, marketing, EdTech, SaaS, and IoT startups. He was the first investor and a board member of Marketo, recently acquired by Adobe for \$4.75B. He also was an early-stage investor in other companies such as C3, Doximity, Vlocity, and Workday, each of which has now scaled and valued at more than \$1 billion.

Creating new companies and navigating new markets are his most enjoyable challenges. He is committed to sharing his knowledge and experience through the Traction Gap Framework.



Dale Sakai
Co-founder, Obo Inc.

Dale Sakai is recognized as an industry-leading strategist with over 20 years of general management experience in the technology industry, ranging from large companies such as IBM to startups backed by venture capitalists and investment banks such as Kleiner Perkins and Goldman Sachs. He is best known for his analytic and market-based approaches to strategic planning.

Sakai currently is a co-founder of Obo Incorporated, which provides a Product Decision System (PDS) that enables companies to improve valuation through the formulation of profitable products. The underlying methods were developed by Sakai in conjunction with product experts from IBM, Oracle, the Stanford Graduate School of Business, and the MIT Sloan School of Management. Prior to founding Obo, Sakai was the managing director of the Incyte Group where he utilized his strategic planning methods for the world's leading technology companies, private equity firms and venture capital groups.

Sakai earned his BA in physics from Amherst College, his BS in engineering from Stanford University, and his master's in management science from Stanford University.



Randall Ussery
Adjunct Lecturer, Babson College
Entrepreneur-in-Residence, Wildcat Venture Partners

Randall Ussery MBA'16 has been sitting at the intersection of design and business for the last 15 years. He has brought new products and companies to life, working from startup to F1000, primarily in new market innovation.

"Make the best for the most for the least," is Randall's driving force. Where others might see problems, Randall sees opportunity. What he wants is simple—to make the world a more innovative, better place at scale. And, over the last seven years, he has worked on broader ecosystem innovation in emerging markets and industries and developed disruptive technologies to do just that.

He is an entrepreneur-in-residence at Wildcat Venture Partners and serves as a board member, investor, and active advisor to a portfolio of five companies across industries. One of the highlight companies is a tech startup, ambi (www.ambi.school), a new EdTech platform company that is reimagining the learning experience for all students and teachers globally. Another is mFino (www.mfino.com), a disruptive FinTech company that is democratizing financial service innovation and currently scaling in Africa and the Middle East, Micro-Asia, and the U.S.

When he is not building or investing in innovative companies in emerging markets, he is teaching Entrepreneurship at Babson College with a focus on scaling disruptive innovation.

Randall earned his MBA from Babson College, with a concentration in entrepreneurship, and his BA in history from James Madison University.



Chuck Eesley
Associate Professor, Stanford
W.M. Keck Foundation
Faculty Scholar

Chuck Eesley is an associate professor and W.M. Keck Foundation Faculty Scholar in the Department of Management Science and Engineering at Stanford University. As part of the Stanford Technology Ventures Program, his research focuses on the role of the institutional and university environment in high-growth, technology entrepreneurship.

Eesley was selected in 2015 as an Inaugural Schulze Distinguished Professor. His National Science Foundation of China and Kauffman award supported research focuses on rethinking how the educational and policy environment shapes the economic and entrepreneurial impact of university alumni. Over the past three years, Eesley has been playing a growing role in national and international meetings on fostering high-tech entrepreneurship, including advising the U.S. State Department in the Global Innovation through Science and Technology (GIST) program, Chile (CORFO), Taiwan (ITRI), and the Korean Ministry of Science and Technology. He is a member of the Editorial Board for the *Strategic Management Journal*. Before coming to Stanford, Eesley completed his PhD at the M.I.T. Sloan School of Management in 2009 where he won BPS Division and Kauffman Dissertation Awards for his work on high-tech entrepreneurship in China.

He started his first company while earning a bachelor's degree from Duke University in 2002 (Biological Basis of Behavior). Eesley spent 2002–2005 doing research at the Duke University Medical Center (schizophrenia) and Duke's Center for Health Policy (vaccine innovation). His work has been published among other places in *Organization Science*, *Strategic Management Journal*, *Research Policy*, and *Biological Psychiatry*. Eesley previously was an entrepreneur (Lobby 10, Sun Dance Genetics, Learning Friends), early employee (NovoEd.com), board member/advisor (Blackbird – acquired by Etsy, LessonFace.com), and investor (Flagship Ventures, Lux Capital). NovoEd.com launched around his online course, which was the first entrepreneurship MOOC and has taught over 200,000 students in over 100 countries. He currently serves as an independent board director on public as well as private companies in online education and AI/Deep Learning. He has given invited talks in forums with the prime minister of Slovenia and keynote addresses in Taiwan, China, and Brazil. His research findings have been featured in outlets such as *Forbes* (2011, 2012, 2013, 2015), *Bloomberg Businessweek*, *Smart Money*, *Stanford News*, 2012, 2016, *The Wall Street Journal*, SFGate, *The Independent*, Boston.com (Bill Gates), *Inc.* magazine, and the *Chronicle of Higher Education*.



Leonard A. Schlesinger
Baker Foundation Professor, Harvard Business School

DBA, Harvard Business School
MBA, Columbia Business School
AB, Brown University

Former Babson College President Leonard A. Schlesinger H'14 is Baker Foundation Professor at the Harvard Business School. He has served as a member of the HBS

faculty from 1978 to 1985, 1988 to 1998 and 2013 to the present. Throughout his career Schlesinger has transitioned between academic and managerial roles in educational and business settings. He served as president of Babson College from 2008–2013, held a number of key executive and operating positions (ending as vice chairman and chief operating officer) at Limited Brands (now L Brands) from 1999–2007, was a professor of sociology and public policy and senior vice president and counselor to the president at Brown University from 1998–1999, and was executive vice president and chief operating officer at Au Bon Pain from 1985–1988. Schlesinger currently serves as a director of Viewpost LLC, Next Level Pizza Inc. and RH Inc. (chair of Compensation Committee), a trustee of Wheaton College (MA), and member of the President’s Council of the Franklin W. Olin College of Engineering. He serves on the advisory boards of The College for Social Innovation, The Center for Women’s Entrepreneurial Leadership (Babson College), Datapoint Capital, Defy Ventures, Clip-File, the Global Business School Network, the Institute for Nonprofit Practice, and the Emory-Georgia Healthcare Innovation Program.



Candida G. Brush
Franklin W. Olin, Distinguished Professor in Entrepreneurship
Vice Provost of Global Entrepreneurial Leadership

BA, University of Colorado
MBA, Boston College
DBA, Boston University
PhD, Honorary – Jonkoping University, Jonkoping, Sweden

Candida Brush is the F.W. Olin Distinguished Professor of Entrepreneurship and Vice Provost of Global Entrepreneurial Leadership at Babson College. She holds an honorary doctorate in business and economics from Jonkoping University, Sweden, and is a visiting adjunct at the Nord University Graduate School of Business in Bodo, Norway, and at Dublin City University, in Dublin, Ireland. Brush is well known for her pioneering research in women’s entrepreneurship. She conducted the first and largest study of women entrepreneurs in the early 1980s, resulting in one of the earliest books on the topic. With four other researchers, she founded the Diana Project™, a research consortium investigating women’s access to growth capital internationally. In 2007, she was named the recipient of the FSF – Swedish Research Foundation International Award for Outstanding Research Contributions in the Field of Entrepreneurship. From this research, she co-edited several more books, *Growth-Oriented Women Entrepreneurs and Their Businesses: A Global Research Perspective* in 2006, *Women Entrepreneurs: Classics and New Directions*, in 2006; *Women’s Entrepreneurship and Growth Influences: An International Perspective*, in 2010; and *Diana Project International: Research on the Impact of Women’s Entrepreneurship*, 2015. Brush is on the board of Anchor Capital, LLC, and Solo Coco. She is a member of the Boston Harbor Angels investment group and serves on the board of many startups, and has coached and advised numerous startup ventures.



LTC Riley J. Post
Talent Based Branching Program Manager, US Army G-1, United States
Military Academy

BS, West Point
MS, University of Oxford, England

Lieutenant Colonel (LTC) Riley Post is a Special Forces officer in the United States Army, currently assigned as the lead for talent management at the United States Military Academy (USMA) and Reserve Officer Training Corps (ROTC). Throughout his 17 years of service, Post has served as both a leader and scholar within the Army. Originally commissioned as an infantry officer in 2001, the majority of his operational experience has been in the special operations

community. In that capacity, Post's assignments included multiple combat deployments as a Special Forces Operational Detachment–Alpha (SFODA) commander and later as a Special Forces support company commander. Most recently, Post served as the chief of strategic analysis for the Special Operations Command–Central (SOCCENT), the command responsible for all special operations in conducted in the Middle East and Central Asia. Between those experiences, Post served as an assistant professor of economics at the United States Military Academy at West Point. Both his teaching and research at West Point focused on economic and social drivers of conflict in Africa and the Middle East. He has published on topics such as social mobilization in Africa, the impact of food insecurity on conflict, and the economics of unconventional warfare.



Jim Sharpe
Entrepreneur in Residence, Harvard Business School

BS, Babson College
MBA, Harvard Business School

Jim Sharpe '71 is an entrepreneur in residence at the Arthur Rock Center in the Entrepreneurial Management Unit at the Harvard Business School. He has been involved with Harvard Business School for over eight years as both a senior lecturer in the MBA and Executive Education programs and now as an entrepreneur in residence. He has taught the first year MBA (RC) course on entrepreneurship (TEM), a second year (EC) elective on turnarounds (EMTE) and designed an elective course on running small enterprises (RSME).

In 1987, after an 11 month “self-funded” search for an acquisition, Sharpe purchased Extrusion Technology, an aluminum extrusion fabricator that was sold to a private equity firm in December 2008. Taking on substantial debt and securing 100% of the equity, Sharpe transformed the second-generation, family-owned business by grow revenue from \$4MM to \$32MM. As an investor, he now has ownership positions in more than two dozen entrepreneurial companies.



William C. Kirby
Professor, Harvard University and Harvard Business School

BA, Dartmouth College
MA, PhD, Harvard University

William C. Kirby is T. M. Chang Professor of China Studies at Harvard University and Spangler Family Professor of Business Administration at Harvard Business School. He is a University Distinguished Service Professor. Kirby serves as chairman of the Harvard China Fund and faculty chair of the Harvard Center Shanghai. At Harvard, he has served as director of the Fairbank Center for Chinese Studies, chairman of the History Department, and dean of the Faculty of Arts and Sciences. His current projects include case studies of trend-setting Chinese businesses and a comparative study of higher education in China, Europe, and the United States. His most recent book is *Can China Lead?* (Harvard Business Review Press).

Yasuhiro (Yasu) Yamakawa
Associate Professor, Entrepreneurship



BA, Keio University
MBA, Peter F. Drucker Graduate School of Management
PhD, University of Texas at Dallas

Yasuhiro Yamakawa is an associate professor of entrepreneurship at Babson College. Prior to beginning his doctoral studies, Yamakawa spent 10 years working in Japan's utility and telecommunication industries where he engaged in numerous corporate venturing activities and entrepreneurial startups. Yamakawa teaches in the areas/intersections of entrepreneurship, strategy, and international business. He comes from a multicultural background, having lived in eight countries.

Yamakawa's research explores the stimulants and constraints behind entrepreneurial learning and growth. His current research interests include learning from entrepreneurial failure, dilemmas inherent in corporate venturing activities, failure of industry emergence, and bankruptcy laws and entrepreneurship development around the world. Yamakawa has presented his research at leading academic conferences such as Academy of Management Conference, Academy of International Business Conference, and Babson College Entrepreneurship Research Conference. Yamakawa's work has been published in leading entrepreneurship/management journals such as *Journal of Business Venturing*, *Entrepreneurship Theory & Practice*, *Research Policy*, *Strategic Entrepreneurship Journal*, *Small Business Economics*, and *Management International Review*.



Scott N. Taylor, PhD
Associate Professor, Organizational Behavior

BA, Brigham Young University
MBA, PhD, Case Western University

Scott Taylor is an associate professor of organizational behavior at Babson College, a research fellow with the Coaching Research Lab at Case Western Reserve University, a member of the Consortium for Advancing Adult Learning & Development (CAALD) convened by McKinsey & Company, and a core member of the Consortium for Research on Emotional Intelligence in Organizations (CREIO).

The primary focus of his research is leader assessment and development. He studies the various approaches organizations use to assess and develop their leaders, evaluates the effectiveness of those approaches, and develops new approaches to improve leader assessment and development. As a result, his research has focused on competency development (especially emotional and social competence), leader self-awareness, 360-degree feedback assessment, executive coaching, sustainable individual change, and management education.



Jennifer Tosti-Kharas
Associate Professor of Organizational Behavior

BS, University of Pennsylvania
MP, Stern School of Business, New York University
PhD, Stern School of Business, New York University

Jennifer Tosti-Kharas is an associate professor of organizational behavior at Babson College. She teaches organizational behavior and leadership at the undergraduate and

graduate levels. She also is one of the faculty members affiliated with the Coaching for Leadership and Teamwork (CLTP) program at Babson. Tosti-Kharas's research explores how employees manage their work lives and careers over time, particularly during periods of transition, such as involuntary job loss, organizational change, and personal setbacks. Her research has been published in outlets such as *Personnel Psychology*, *Journal of Business Ethics*, *Journal of Managerial Psychology*, and *Journal of Career Assessment*. Her research on organizational citizenship behavior toward the environment received the 2013 Best Micro Paper award from Group & Organization Management. Tosti-Kharas serves on the editorial board for the *Journal of Organizational Behavior* and has served as a representative-at-large for the Careers Division of the Academy of Management.