



Babson Entrepreneurial Leadership & Innovation: Faculty Growth Program for Asia

June 23rd – July 3rd, 2019

Babson College, Wellesley, Massachusetts, USA

“Teacher as a Leader: Grow Yourself Before Growing Others”

A faculty growth program designed for those who aspire to craft and shape their academic careers

WHY BABSON? - Why should anyone come to Babson?

Where do you go if you want to be great at Case Method Teaching?	Harvard
Where do you go if you want to be great at Technology?	MIT
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 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 (ELI)? **BABSON**

- Babson has a 20-year history in teaching ELI
- 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 ELI
- Babson faculty have written books, articles & case studies in the area of ELI

PROGRAM REASON - Why an Entrepreneurial Leadership & Innovation (ELI) program for your faculty?

- VUCAH (Volatility, Uncertainty, Complexity, Ambiguity & Hyper-Connectedness) is rising globally
- VUCAH creates turbulence for all organizations, including academia
- Entrepreneurial Leaders are needed within all enterprises to navigate and succeed under VUCAH
- Academics develop global Entrepreneurial Leaders
- Academics should first become Entrepreneurial Leaders before they can train others
- Learn your own Entrepreneurial Leadership strengths and style
- Learn how to teach Entrepreneurial Leadership & Innovation at your universities
- Learn to teach 5 Babson faculty authored books on Entrepreneurial Leadership & Innovation

The world has experienced some significant changes in the last 35 years: the opening of China to the world after Mao's death in 1976; the rise of the Asian Tigers in the 1980s; the fall of the Berlin Wall in 1989; the disappearance of most juntas in Latin America by the end of the 1990s; opening up of India in 1991; the creation of WWW in 1993; the awakening of the middle east by Al Jazeera since 1996; and two billion people at the bottom-of-the-pyramid having access to satellite TVs and mobile phones globally. As a consequence, the world is experiencing increasing levels of VUCAH (Volatile, Uncertain, Complex, Ambiguous & Hyper-Connected). While a turbulent VUCAH environment offers unparalleled opportunities

for many, it also results in disruption, if not profound existential challenges for others. For instance, a U.S. Fortune 500 firm lived for an average of 60 years in the 1960s. Today that number is 15 years. Globally, it is no different. Established firms are dying faster.

Educational enterprises, universities and the teaching profession has not been spared by the VUCAH. The traditional brick-and-mortar model is quickly giving way to on-line education and distance learning. Classroom dynamics have moved from teaching to facilitation. Long drawn-out case studies are being replaced by micro-learning modes. In short, education is going through profound digital transformation.

Consequently, this new VUCAH world requires a different type of leader—the Entrepreneurial Leader (EL). Enterprises need and have to develop great ELs. ELs change the dynamics of competition in a market and/or bring new value to society. Innovation is the weapon of the EL to navigate VUCAH. The EL can be an individual or can be inside a small, medium, large, non-profit, or a govt. enterprise.

The faculty of premier universities, not just business school professors, around the world are instrumental in developing great ELs. Hence, faculty need to be an EL before developing other ELs. So, the focus of this program is the “Teacher as a Leader.”

PROGRAM AUDIENCE - Who Should Attend this Program?

- Faculty from Entrepreneurship, Innovation, Leadership, Marketing, Science, Engineering
- Faculty who wish to become great facilitators of learning; not just transferring knowledge
- Faculty who want to develop themselves as current and future leaders in academia

It is a program that is specially designed for faculties at all different levels. This program is intended to grow faculty careers into a new trajectory. Also, the program will help faculty who have a deep hunger to go from being a GOOD teacher to a GREAT teacher and more importantly to a facilitator of learning! Secondly, this program is perfect for those faculty who wish to teach Executives and Leaders of mid-size and large corporations. Also it will help faculty who want to consult for these firms. Further, it is ideal for those who wish to cut across disciplines and be more well-rounded and integrative in their teaching and academic career. Hence, faculty who teach Entrepreneurship, Strategy, Innovation, Corporate Entrepreneurship, Intrapreneurship, Leadership, Change Management and Marketing can all benefit from attending this program. Faculty from Finance and Accounting can also explore this program to better appreciate strategy, organic growth and managing uncertainties; as against risk. Finally, this is a great program for faculty from Science and Engineering. It will help them to really bring together the big drivers of VUCAH – Entrepreneurship, Science, Technology, Innovation, Strategy and Competition.

PROGRAM OUTCOMES - What are potential outcomes for your faculty and your institution?

- **Teacher as a Leader:** Develop competence, confidence and comfort to leads others
- **Develop Entrepreneurial Leaders:** Abilities to help students and executives in your region
- **Enrich Academic Career:** Craft and grow professional and personal teaching career
- **Multi-Dexterity:** Gain expertise in the areas of Entrepreneurship and ELI
- **Enhanced Curricula:** Create and integrate new content, courses and programs around ELI
- **Superior Content Delivery:** Move from being a teacher to a facilitator of learning
- **Develop a Network:** Collaborate with faculty from prestigious institutions to leverage each other

Extending the Impact in Asia

Since 2012, Babson has committed itself to developing faculties of schools from Asia through TETA and SEE Asia. To support business school faculties in course and curriculum development, Babson has initiated a partner program with Peking University Press and the Xiamen University in selecting, translating and publishing the BABSON FACULTY SERIES ON ENTREPRENEURSHIP. The series has published *The Discipline & Culture of Innovation*, *Just Start: Take Action, Embrace Uncertainty and Create Future*, *Entrepreneurship* and *Entrepreneurial Finance*. Six additional books and textbooks from Babson faculty will be published between now and 2019. With these translated materials, it will support Babson trained faculties in developing curricula and teaching the courses.

PROGRAM CONTENT - What topics will be covered in the program?

- Learn how to teach Entrepreneurial Leadership & Innovation topics in your courses
- Learn to teach 5 Babson faculty authored Entrepreneurial Leadership & Innovation books
- How can a faculty become a better Entrepreneurial Leader?
- What is my personal leadership style? How can I find it and/or improve upon it?

Babson faculty firmly believe that, “Content without Context is a Commodity.” This is especially true in the design and delivery of upper level elective business courses and customized executive programs. Hence, faculty at Babson pay intense attention to the following 3 key issues: (1) What is the program context? – Who is the target audience, which industry, audience experience level etc. (2) What is the appropriate content and program design? – Actionable Knowledge and Skills Outcomes and (3) Who delivers the content? – Expert and experienced faculty who can deliver the content in an engaging manner.

Faculty at Babson are experts in both creating original content and packaging best-in-class external 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. Today, Babson is the global leader in Entrepreneurship and Innovation education.

This 10-day seminar will address the following topics:

TEACHING TOPICS

- Entrepreneurship Content Topics
 - Entrepreneurial Thought & Action – Creation vs. Predication Logic
 - Entrepreneurial Process – Opportunity Identification, Evaluation and Development
 - Entrepreneurship Tools – Design Thinking, Systems Thinking, Creativity and Productivity
 - Entrepreneurial Finance – Risk vs. Uncertainty vs. Ambiguity
- Innovation Content Topics
 - Innovation – The Abuse, Misuse & Overuse
 - Innovation – A Meta-Discipline and the Weapon of the Entrepreneurial Leader
 - Innovation Projects and Processes – The only way to go into the Future
 - Entrepreneurial Leadership & Innovation Culture – The Building Blocks for Creating the Climate
- Teaching Methods Topics

- Faculty Transformation – From Teacher of Knowledge to Facilitator of Learning
- Integrating Faculty Research, Cases / Practitioner Writing, Teaching and Consulting
- Creating Content – for an Unprepared Audience, Executives, Games, Simulations, etc.
- Going from Good to Great – Purposeful Learning, Reflection and Action, Style vs Substance

LEADERSHIP TOPICS

- Academic Leadership
 - Remaining Relevant in a VUCAH World and Life Long Learning Journey
 - Ability to Influence Entrepreneurial Leaders
- Entrepreneurial Leadership
 - The Mindset & Behaviors of Change Agents – Energize, Engage, and Enable
 - Innovators' DNA
- Resonant Leadership
 - Engaging and Influence through Relationships
 - Service Leadership
- Military Leadership
 - Developing Young Leaders in a very Structured Environment
 - The Myth and the Reality
- Transformational Leadership
 - Leading Change in Turbulent Times
 - The Change Journey
- Team Leadership
 - Leading Experts and High Performers in Uncertain Situations
 - Scaling Excellence

PROGRAM STRUCTURE - How is the program delivered?

The Babson ELI program is a full-time residential seminar, which takes place on the Babson campus. Throughout the entire program, participants are expected to work 8 to 9 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 from Harvard Business School and The United States Military Academy (West Point) to deliver special parts of the content.

All sessions are conducted in English.

PROGRAM LOCATION – Where will the program be delivered?

Babson College's campus is located on 370 acres of wooded, landscaped grounds just 20 minutes from downtown Boston. Logan International Airport in Boston provides a convenient location for international flights. Our staff can advise you on transportation logistics between the airport and Babson.

Participants are housed in private rooms on campus at the award-winning Babson Executive Conference Center, and meals are provided during their stay. The center features comprehensive amenities including

state-of-the-art technological capabilities, a fitness center, and a lounge. All sessions take place in amphitheater classrooms.

PROGRAM ADMISSION – What are the requirements to attend the program?

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 schools agree to assume all fees, provide for reasonable additional expenses, and relieve participants of their work responsibilities for the length of the program. Invited schools are encouraged to nominate participants to the program. All participants are required to be full-time faculty members of the school.

Upon the successful completion of the program, a *Babson Executive Education Certificate* will be issued to participants.

PROGRAM APPLICATION – How to enroll into the program?

Completed Application Forms and Dean Recommendation Forms must be submitted by **May 1st, 2019**. Applications will be reviewed in the order that they are received. It is expected that there might be more qualified applicants than spaces available, so early application is strongly recommended.

Please note that applications are not considered complete until both the Application Form and the Dean Recommendation Form are received.

PROGRAM DATES – When is the program held?

The program is offered on the Babson campus from June 23rd to July 3rd, 2019.

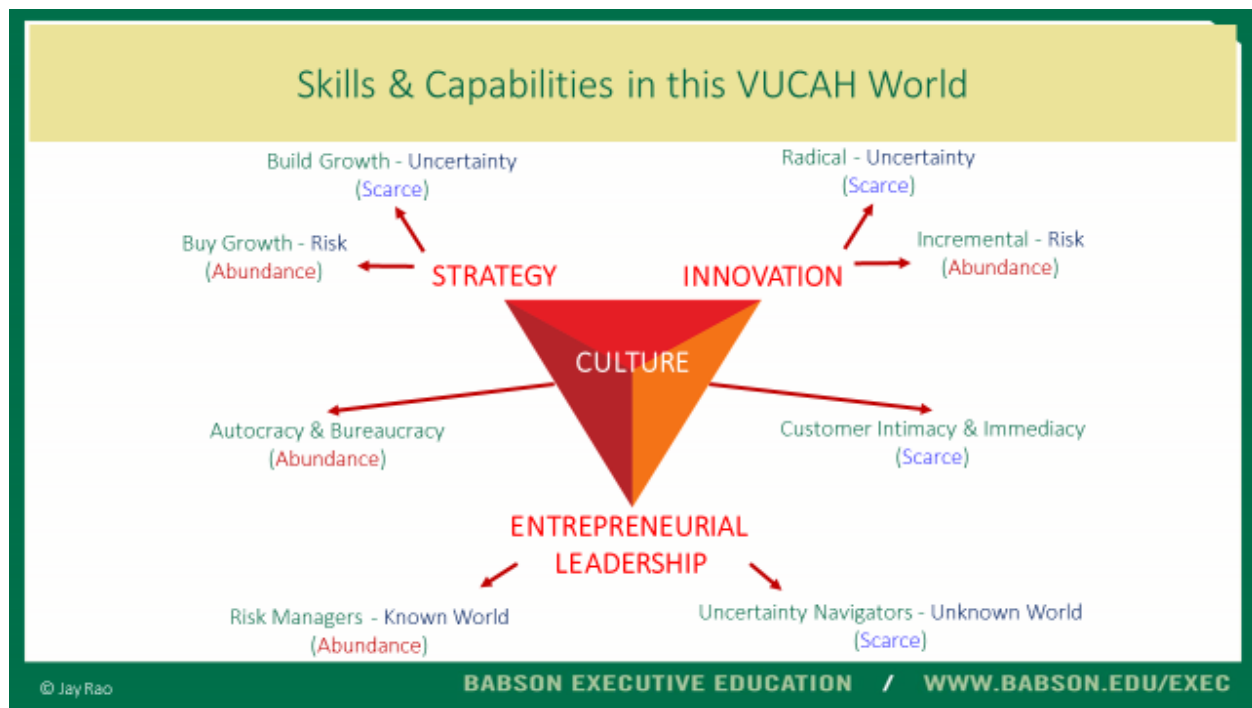
PROGRAM FEES – How much does the program cost?

The program fee for the program is \$9,800 U.S. for those faculties registering by January 31st, 2019 and \$10,980 U.S. for those registering after January 31st, 2019. The fee includes tuition, study materials, accommodations, and meals on the Babson campus from June 23rd – July 3rd, 2019. 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

The Babson ELI Model to Develop Great Entrepreneurial Leaders for the VUCAH World



PROGRAM FACULTY - Some Faculty Profiles



Jay Rao (FACULTY DIRECTOR FOR THIS PROGRAM)
Professor, Technology & Operations Management

B.Eng., Indian Institute of Technology, India
M.S., Operations Research, University of Kentucky
Ph.D., Management, UCLA

Dr. 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. Dr. Rao also teaches 2 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

B.A., B.S., Rutgers University
M.B.A., Ph.D., Finance, Indiana University

Dr. 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 start-up. 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 in Finance and Entrepreneurial Finance. Most recently, Dr. 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.

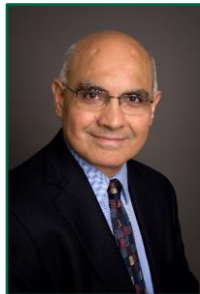


Andrew "Zach" Zacharakis
Professor, John H. Muller, Jr. Chair in Entrepreneurship

B.S., University of Colorado, Boulder
M.B.A., Indiana University, Bloomington
Ph.D., University of Colorado, Boulder

Andrew Zacharakis is The John H. Muller, Jr. Chair in Entrepreneurship. He is the Director of the Babson College Entrepreneurship Research Conference and past president of the Entrepreneurship Division of the Academy of Management. He is also 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 start-ups and ventures.



Anirudh Dhebar
Professor of Marketing

B. Tech, Indian Institute of Technology
M.B.A., Indian Institute of Management
M.A., Ph.D., Stanford University

Anirudh Dhebar is Professor of Marketing at Babson College. Prior to joining the faculty at Babson College, Anirudh was on the faculty at the Harvard Business School (1983 – 1995) and the Sloan School of Management at the Massachusetts Institute of Technology (1995 – 1997). He has served on the Board of Directors and the Board's Audit and Technology Committees of Molex Incorporated, a \$4-billion global supplier of electronic and fiber-optic interconnect products (2009-2013). Anirudh, who holds a BS in Electrical Engineering (from the Indian Institute of Technology, Mumbai) and an MBA (from the Indian Institute of Management, Kolkata), obtained his MA in Economics and a PhD in Engineering-Economic Systems from Stanford University.



Michael Roberto
Professor of Management

A.B., Harvard College
M.B.A., D.B.A., Harvard Business School

Michael Roberto is the Trustee Professor of Management and Director of the Center for Program Innovation at Bryant University in Smithfield, RI. He joined the tenured faculty at Bryant after serving for six years on the faculty at Harvard Business School.

Professor Roberto has written two books: *Why Great Leaders Don't Take Yes For An Answer* (2nd edition published in 2013), and *Know What You Don't Know*, published in 2009. Professor Roberto also has created three best-selling audio/video lecture series for The Great Courses: *The Art of Critical Decision Making* (2009), *Transformational Leadership* (2011), and *Critical Business Skills: Strategy* (2015).



Leonard A. Schlesinger
Baker Foundation Professor, Harvard Business School

D.B.A., Harvard Business School
M.B.A., Columbia Business School
A.B., Brown University

Leonard A. Schlesinger 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 Professor 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**

B.A., University of Colorado

M.B.A., Boston College

D.B.A., Boston University

Ph.D., Honorary – Jonkoping University, Jonkoping, Sweden

Dr. Candida Brush is a Full Professor and holder of the Franklin W. Olin Chair in Entrepreneurship, and serves as Vice Provost of Global Entrepreneurial Leadership. 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. Professor 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. Professor 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 start-ups, and has coached and advised numerous start-up ventures.



Phillip Kim
Associate Professor, Entrepreneurship

B.S., B.A.S., University of Pennsylvania
M.A., Ph.D., 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 start-up processes and founding teams, institutions and entrepreneurship, cross-national differences in entrepreneurship (especially in emerging economies), technology entrepreneurship, and innovation narratives.

Dr. Kim is an Associate Professor of Entrepreneurship at Babson College. He is also the Faculty Director of the Blended Learning MBA program. He has taught entrepreneurship courses at undergraduate, graduate, and professional levels and has significant experience teaching students with business and non-business backgrounds. Dr. Kim has taught both foundational courses and advanced electives in entrepreneurship. He has a special interest in entrepreneurship pedagogy and designs innovative curriculum for his students to enable them to pursue their entrepreneurial dreams. He has received an Award of Excellence by the University of Wisconsin Collegiate Entrepreneurs Organization in recognition for his educational innovations.



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

B.S., West Point
M.S., 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, LTC 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, LTC 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, LTC Post served as the Chief of Strategic Analysis for the Special Operations Command–Central (SOCCENT), the command responsible for all special operations conducted in the Middle East and Central Asia. Between those experiences, LTC 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

B.S., Babson College

M.B.A., Harvard Business School

Jim Sharpe is an Entrepreneur in Residence at the Arthur Rock Center in the Entrepreneurial Management Unit at the Harvard Business School. Jim has been involved with Harvard Business School for over 8 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, Jim 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, Jim 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

B.A., Dartmouth College

M.A., Ph.D., 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. 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).



Jeff Benedict

Speaker, Author

B.A., Eastern Connecticut State University

M.A., Northeastern University

J.D., New England College of Law

Jeff Benedict is a *New York Times* bestselling author of fifteen non-fiction books, a special features writer for *Sports Illustrated*, and a television and film producer. He has also written for the *New York Times* and *Los Angeles Times*, and his stories have been the basis for segments on *60 Minutes*, *CBS Sunday Morning*, *20/20*, *48 Hours*, *Good Morning America*, *Dateline*, *NFL*

Network, HBO Real Sports, and Discovery Channel. He is the founder and director of Institute for Writing and Mass Media at Southern Virginia University.

Jeff is executive producer for the 2018 movie "Little Pink House" - starring Oscar nominated Catherine Keener and Jeanne Tripplehorn, with music by David Crosby. It's based on Jeff's book by the same title. Jeff is also a producer on "The System," a television drama that's being developed by Starz and is based on his 2013 national bestseller by the same title.

In 2013 Jeff wrote a memoir for an Islamic fundamentalist-turned Christian titled *My Name Used to be Muhammad*. It was a Book of the Year finalist. Jeff also wrote Hall of Fame quarterback Steve Young's bestselling autobiography *QB: My Life Behind the Spiral*. The book was the basis of "Steve Young: A Football Life," a documentary that Jeff helped write and produce for NFL Films. Jeff most recent book is *Tiger Woods*, the biography of the greatest golfer who ever lived. Jeff's popular blog is at www.jeffbenedict.com.



Matt R. Allen
Associate Professor of Entrepreneurship

B.A., University of Utah
M.B.A., University of Notre Dame
Ph.D., 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 & 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, Professor Allen has been involved in executive education programs across 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.



Yasuhiro (Yasu) Yamakawa
Associate Professor, Entrepreneurship

B.A., Keio University
M.B.A., Peter F. Drucker Graduate School of Management
Ph.D., University of Texas at Dallas

Dr. Yamakawa is an Associate Professor of Entrepreneurship at Babson College. Prior to beginning his doctoral studies, Dr. Yamakawa spent ten years working in Japan's utility and telecommunication industries where he engaged in numerous corporate venturing activities and entrepreneurial start-ups. Dr. Yamakawa teaches in the areas/intersections of Entrepreneurship, Strategy,

and International Business. He comes from a multi-cultural background, having lived in eight different countries around the world.

Dr. 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. Dr. 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. Dr. 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.



Lakshmi Balachandra
Assistant Professor of Entrepreneurship

B.A., Environmental Studies & Economics, University of Chicago
M.B.A., MIT Sloan School of Management
Ph.D., Management, Boston College

Lakshmi Balachandra is an Assistant Professor of Entrepreneurship at Babson College where she examines the impact of trust, gender and other entrepreneurial characteristics on entrepreneurial success in acquiring early-stage funding. She has been a Fellow in the Women and Public Policy Program at the Harvard Kennedy School of Government to focus on the impact of gender biases on women entrepreneurs.

Dr. Balachandra has taught courses and international programs to students and executives on entrepreneurship, negotiation, improvisation, and leadership. She consults to a wide range of companies and organizations including the Angel Capital Association, Novartis, Shell and the CIA, and frequently guest lectures in several courses at the Harvard Business School. She taught a course she designed on improvisation and leadership at the MIT Sloan School of Management for 10 years.



Scott N. Taylor, PhD
Associate Professor, Organizational Behavior

B.A., Brigham Young University
M.B.A., Ph.D., 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 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
Assistant Professor of Management

B.S., University of Pennsylvania
M.P., Stern School of Business, New York University
Ph.D., Stern School of Business, New York University

Jennifer Tosti-Kharas is an assistant professor of organizational behavior at Babson College. She teaches organizational behavior and leadership at the undergraduate and graduate levels. She is also one of the faculty members affiliated with the Coaching for Leadership and Teamwork (CLTP) program at Babson. Prof. 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 *Journal of Organizational Behavior* and has served as a representative-at-large for the Careers Division of the Academy of Management.