

# The New Path to Innovative Leadership at Berkeley-Haas

**Developing innovative leaders is the new focus of the Haas School**, which is revamping its MBA core curriculum and emphasizing the school's distinctive culture to shape its students. The Full-time MBA and Evening & Weekend MBA programs will be the first to see the changes this fall.

"We want to develop innovative leaders who define what's next for our markets and our societies," says Dean Rich Lyons. "These kind of path-bending leaders are more critical than ever to our collective future because they are the ones who will create opportunity from the major challenges facing us in our lifetimes."

All of the content at Haas focused on building innovative leaders is part of Berkeley Innovative Leader Development (BILD), a connecting theme that runs through the entire MBA curriculum. Here are the key stops along the BILD path.

## Orientation

Students will be introduced to the innovative leader framework and skill set when they first arrive on campus.

## Culture

### Norms and Values

One unique aspect of BILD is the conscious use of Haas culture to shape the school's students. The school recently codified its culture into four defining principles, which will be emphasized in admissions decisions and integrated into the academic programs:

- Question the status quo
- Confidence without attitude
- Students always
- Beyond yourself

The defining principles are heavily influenced by the school's location in the San Francisco Bay Area—the world's epicenter for innovation and entrepreneurship. And the Berkeley campus culture has always been about fresh thinking.

## Revamped MBA Core

The fundamentals of business, ranging from accounting and finance to marketing and strategy, will continue to anchor the required MBA courses. However, new content on innovative leadership will be added to core courses, and related content will be emphasized in all required courses. Two existing core courses, Leading People and Leadership Communications, will be restructured to teach additional innovative leader skills, such as the ability to influence without authority.

## Problem Solving

This new required course teaches several different ways of thinking in order to more effectively find, frame, and solve difficult problems that are characterized by volatility, uncertainty, complexity, and ambiguity. This course, a prerequisite to the required experiential course, also teaches how to generate a range of fresh ideas.

## Experiential Learning

All MBA students will be required to take a cutting-edge experiential learning course that prepares them to solve real-world business and organizational problems and emphasizes innovative leader skills. Students may choose from a list of opportunities that includes first-of-their-kind Haas programs such as Haas@Work, Cleantech to Market, and Social Sector Solutions as well as International Business Development.

## Team Performance

This new required module is part of the experiential learning courses. It provides skill development and individual and group coaching on how to be an effective leader of a high-performance team.

## Leadership Development Series

The Berkeley MBA Leadership Development Series is a popular suite of non-credit, hands-on workshops and seminars patterned after applied leadership programming offered to senior leaders at the world's top companies. Launched last year, the series included workshops on leadership led by best-selling authors Marshall Goldsmith and Patrick Lencioni.

## The Innovative Leader

The goal at Haas is to develop innovative leaders—individuals who drive growth by putting new ideas into action in every corner and every function of their organizations, and who do so responsibly. This has been happening naturally at Haas for many years. Now the school is reshaping and sharpening its curricula to deliver this brand of leader even more effectively.

## Electives

A series of electives plays a crucial role in allowing students to study and apply various aspects of innovative leadership in greater depth.