A Note from the Dean

Dear Class of 2012,

Congratulations on having completed your first half-semester at Haas.

Did you know that your Problem Finding, Problem Solving class was initiated at Haas to capture a particular opportunity? In my first two years as Dean I was struck by how many times I heard from CEOs and other business leaders that "yes, we will always need problem solvers, but what we really need are people who can also lift their heads up and think more deeply about what the right problem or opportunity is, and how to frame it." This kicked off our efforts last year to prototype the class you just finished. We will continue to evolve it. Thanks in advance for your help in doing so. This is an important element in our effort to develop more innovative leaders.

This class is, to the best of my knowledge, the first in the core curriculum of any top school that is aimed at capturing the opportunity above. You’ll have more chances to apply these “real world” tools in your BILD experiential learning classes, starting in the spring semester.

We are giving you this copy of the toolkit in the hopes that you will refer to it often, use it in your study teams, in your other classes at Haas, and outside Haas as well. We’re also developing an on-line site that will capture these tools as well as additional tools you’ll use in your other classes, and will include examples of their application to real-world problems, as well as inputs and feedback from others who are using the tools.

We look forward to continuing to work with you to further develop your problem framing and innovative leadership skills.

Best regards,

Rich Lyons

Problem Finding, Problem Solving