



**NANYANG
TECHNOLOGICAL
UNIVERSITY**
SINGAPORE

How Can Business Schools Better Nurture Leaders?

**SJTU International
Conference**

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Two Questions

- What makes a successful leader?
- Are current business school leadership programs successful?
- Will tackle in reverse order.
 - Some thoughts on how to improve



Are Current Business School Leadership Programs Successful?

- Largely no. Effective leadership depends on:
 - Performance depends multiple dimensions
 - Match between environment, firm situation, and leader characteristics
 - Highly personalized and idiosyncratic
- Not possible to mass produce special qualities, or fit



Dimensions of Effective Leadership

- High competence
 - > Jack Welch, Lawrence Culp
- Strategic vision
 - > Steve Jobs, Elon Musk
- Org. effectiveness
 - > Alfred Sloan
- Inspiration/charisma
 - > Richard Branson, Sergio Marcionne
- Tapping a network
 - > Marc Andreessen

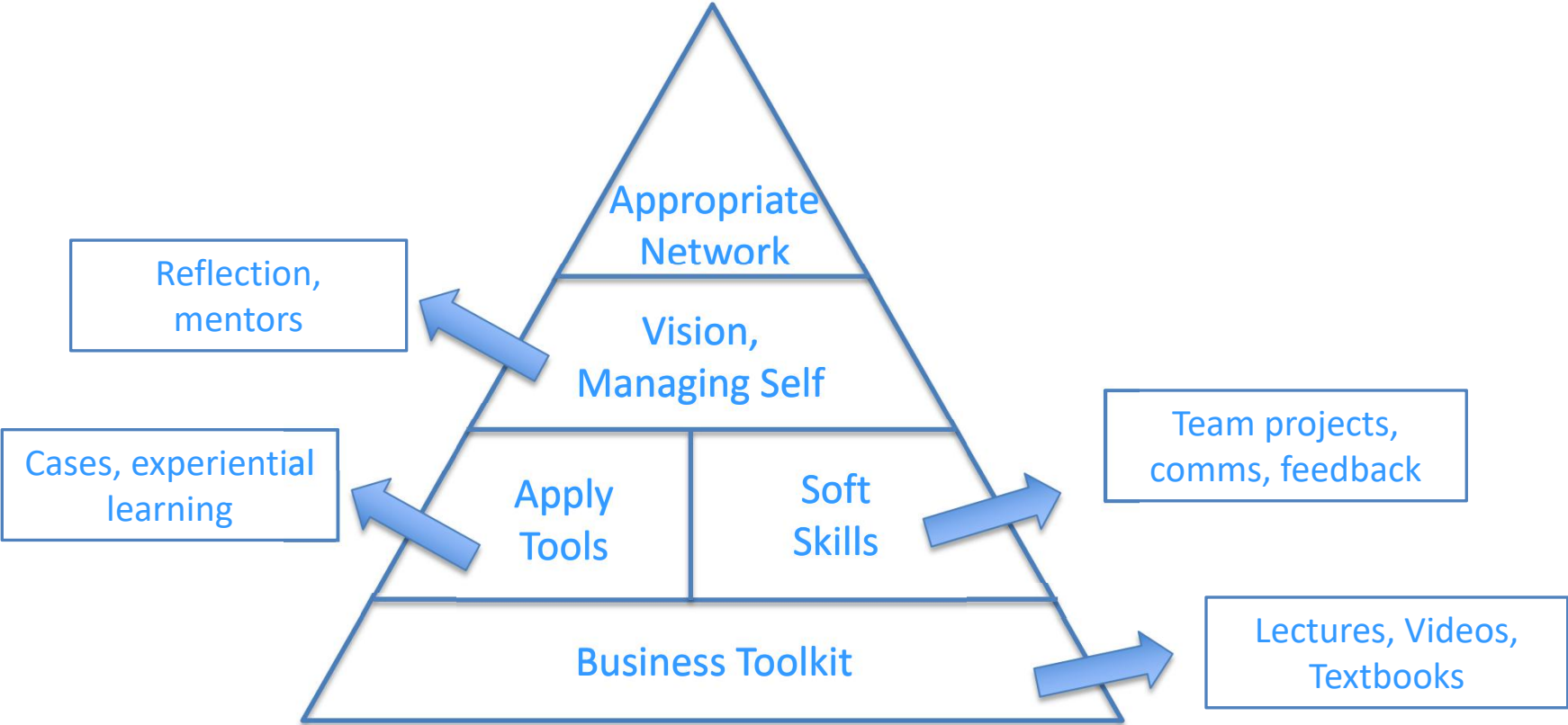


Teaching Effective Leadership

- High competence
 - > Business tool kit
- Strategic vision
 - > Cases and exposure
- Org. effectiveness
 - > Soft skills, team projects, exp. learning
- Inspiration/charisma
 - > Self-reflection, sense of purpose, innate personality
- Tapping a network
 - > Role of the school, HBS, Wharton, Stanford GSB



A Framework for Leadership Education



Challenges

- Students arrive with very different aptitudes and competencies
 - Can we accurately assess these?
- Can we predict what capabilities they will later need?
- Can we personalize learning and experiences?
- Can we deliver customized, high quality “gap filling”
- We don't control subsequent match



Observations

- We should be humble about
 - Our ability to shape fundamental aspects of 25-30 year olds
 - Our ability to predict what environment—firm—personal characteristics will align in the future
- Focus on assessments and creating opportunities to develop
- Never forget the role of luck, unobserved variables, and feedback loops we don't control

