

Transcript of the January 22, 2009 UNC's Kenan-Flagler Leadership Development Chat

Dawn_KFBS2010: Hello Everyone, Thanks for taking time to participating in today's chat. I am Dawn Norvell, class of 2010 and leading today's chat. Prior to business school I was in non profit management. Interning at Kraft this summer in brand management. Today I'm being joined by Peggy Tate, Amrinder Nandha, Peter Romanella, Will Parsley, Sophia Lopez, Michael Patrick, and Dave Hofmann.

Ran S.: Hi Dawn

Peggy T.: Welcome to today's chat. I'm Peggy Tate from the Admissions office.

Rohan S.: Good afternoon Peggy

Amrinder_KFBS2009: Hi, I'm a 2nd year member of the Admissions Advisory Board (AAB). Feel free to ask us any questions.

Chittaranjan: Hi Amrinder

Michael_KFBS2010: Hi, I'm Michael Patrick, MBA 2010. **Industry Experience: Manufacturing. Functional Experience: General Management. Internship for Summer 2009: Coca-Cola Company.** Growing up as an Army brat, I grew up in seven states, but when I landed in Georgia, I knew I was home. My parents retired in Peachtree City, Georgia and I graduated from the University of Georgia. During my four years at UGA I played Division I college basketball and also met my wife beautiful wife Ashley. We currently have a Dalmatian (Madison) and we enjoy watching movies, dancing, and college football. Professionally, I have worked for three vastly different companies. I started out my career at Wells Fargo Financial as a credit manager developing mortgage and auto loans. While working for this Fortune 500 company, I learned the art of selling, marketing, and negotiations. I left Wells Fargo to pursue a management role with a small minority owned firm called Anasteel & Supply Company. Anasteel fabricates steel that is placed inside of bridges, highways, and condos. Through this role I developed my leadership skills, customer relationship management, and team building ability. The combination of these two roles served me well as I started my own company, The Patrick Center for Sports. My company provided high level sport specific training. This venture was by far the most rewarding because I was able to start the business from scratch and see it grow. I currently reside in Chapel Hill, North Carolina and have entered the MBA program at The University of North Carolina.

Ran S.: Hello Michael

Will P.: My name is Will Parsley. I am a second year student, and the president of the MBA Student Association. I interned this past summer at DuPont in their Marketing

Leadership Development Program, and I am now working on a business plan to launch my own business in the home energy/home health sector.

KFBS_Dave H.: Hi! I'm Dave Hofmann. I'm a Professor of Organizational Behavior, the Associate Dean for the MBA program, and I'm also heavily involved in our new leadership development initiative.

Peter_KFBS_Assistant D.: Peter Romanella, PhD Assistant Director of Leadership Development (since June 2008) .. design and deliver leadership experiences for BSBA, MBA, and EMBA students. Expertise in assessment, feedback, coaching and leadership/career development.

Sophia_KFBS2009: Hello, my name is Sophia. I am the chair of the Leadership Advisory Board, member of Admissions Advisory Board, and STAR program Graduate Program Coordinator.

Joe: Hello

Sushant: Hello team KFBS!

Balu K.: Hello everyone. Nice to be here in the chat forum

Ron R.: Hi all, I've been accepted to the OneMBA program beginning in September. I look forward to these sessions

x. w.: Hi, everyone. This is Xiao.

Dawn_KFBS2010: Don't be shy please ask questions

Verdi E.: I'm curious about what leadership opportunities are available at Kenan-Flagler.

Amrinder_KFBS2009: Hi Verdi: This link has the information on leadership initiative: <http://www.kenan-flagler.unc.edu/leadership/>

Verdi E.: Amrinder thanks for the link. Where can I find information about business school clubs and organizations, particularly related to entrepreneurship?

Amrinder_KFBS2009: Verdi: Club link: <http://www.kenan-flagler.unc.edu/Programs/...> and Entrepreneurship: <http://www.kenan-flagler.unc.edu/Programs/...>

Verdi E.: Amrinder thank you.

Verdi E.: If any current students are doing entrepreneurship as a concentration, please say so .

Michael_KFBS2010: Verdi- I am doing entrepreneurship.

Verdi E.: Michael, do you have an e-mail?

Michael_KFBS2010: Verdi- michael_patrick@unc.edu

Verdi E.: Michael thanks.

Jan R.: Hi! This my first time participating. I am considering MBA programs and recently took the GMAT. I am interesting in finding out about leadership opportunities in the UNC MBA program and how they apply to my career.

Joe: Do you have information on the Leadership immersion program?

KFBS_Dave H.: Joe -- We are piloting a new course this year called the leadership immersion. It will be the only course that students take for the entire mod. It will involve some outward bound experiences and several other action learning activities. It will also be heavily focused on individual feedback and coaching.

Marisa N.: Hi KFBS team. We were just beginning to discuss STAR Consulting before you joined. It would be helpful to hear about anyone's experiences with STAR, what the evaluation process is for STAR candidates, etc.

Sophia_KFBS2009: STAR is a great way to practice your leadership skills in a setting where you will get individual coaching and feedback.

Amrinder_KFBS2009: Marisa: I did STAR last year and it was a good experience mainly on doing research, consulting and teamwork. It's tiring but it was worthwhile especially the first module.

Marisa N.: Thanks Amrinder - please let me know if you'd rather answer these questions via email, but: what type of company were you working with? Did you have consulting experience beforehand?

Amrinder_KFBS2009: Marisa: The company name & the project are confidential but it was a project on a company that was interested in entering China and I was involved with the competitive analysis.

Rohan S.: To Current Students, Faculty and Alumni: Can you please elaborate more on UNC's Leadership Initiative and how it is incorporated into the curriculum?

Will P.: Rohan - UNC's Leadership Initiative takes many forms. In some cases it is as simple as studying organizations, their leaders, and the way that they build a culture and drive change. In a practical sense, working on class projects in groups where everyone is a peer is part of building leadership acumen in class. In a more applied sense, there are many opportunities to extend learning outside of the classroom in student organizations and business projects to gain leadership experience.

Rohan S.: Thanks Will P.

Ran S.: As we know, the leadership could be various for different industries, so how the KFBS to shape a leadership which can meet this variety?

Dawn_KFBS2010: Ran, there are several industry clubs that exist. With that being said, many leadership opportunities exist within these clubs.

Ran S.: thank you Dawn, but how to measure the improvement of my leadership ability after taking the courses?

Lesha B.: Can you give us an idea of what sort of leadership development programs there are for people concentrating in Entrepreneurship?

Michael_KFBS2010: Lesha, great question. As a entrepreneur, I chose KFBS because of the breadth of classes pertaining to entrepreneurship. There is a starting the venture class that touches on strategy surrounding starting a company. Additionally, there are numerous opportunities to work for start-ups in the surrounding area.

Lesha B.: Awesome. Thanks for the answer Michael!

Chittaranjan: Hi Dave, will the leadership program cater to different cultures?

KFBS_Dave H.: Chittaranjan -- The leadership development initiative does involve cross-cultural issues. We have sessions on leadership day and other opportunities within the leadership initiative that would tap into cultural issues. We also have globally focused consulting projects that students work on (Global Business Projects ... check out our website).

Chittaranjan: Thanks Dave !

Cedric G.: Is the leadership immersion course required for all incoming students?

Dawn_KFBS2010: Cedric, no it is a pilot test with 12 students this year but hopefully will be expanded next year. It is not a requirement.

Cedric G.: Thanks Dawn, are the students selected or do they volunteer?

Dawn_KFBS2010: Cedric, leaders are elected

Cedric G.: Thanks Dawn, those were the answers I was hoping for.

Jarod H.: Amrinder, how much time per week would you say you spent in the STAR program?

Amrinder_KFBS2009: Jarod: It depends. Usually I'll spend a few hours each week. It took more time when I initially started the program in Module III. But in Module IV, when I was familiar with the Chinese market, it was a bit easier.

Jarod H.: Great, thanks Amrinder

Diane G.: I'd like to know what types of leadership opportunities current students took advantage of before they started their MBA program and how their practice of leadership or leadership opportunities they are now pursuing are evolving

Dawn_KFBS2010: Diane, please clarify do you mean leadership opportunities before starting bschool?

Diane G.: Dawn - I'm interested in the evolution of students' leadership experience from before to now

Meleata: Dave H., you mentioned the leadership immersion course. Is this course taken during the first or second year of business school?

Joe: Has anyone taken this leadership immersion course?

Balu K.: Hi, I would like to know more about the Leadership Initiative Credits that KFBS curriculum. What kind of experience do the students gain at such an initiative and what is the outcome ?

KFBS_Dave H.: Balu K. -- the leadership immersion is a 4.5 credit course.

Balu K.: Do the credits count for in-the-classroom leadership experiences or outside-the-classroom real world experiences ?

Will P.: Balu - The leadership immersion would count as your regular class for that Mod and you would receive credit just as you would for other classes.

LOKOSSOU: hi dawn i was interest by the non profit organization what type of leadership as a consequence in non profit, in UNC what type of leadership you choose or you are only one course of leadership

Dawn_KFBS2010: Lokossou, I was in non profit before coming to business school and decided to pursue leadership opportunities in marketing.

Brian J.: Prof. Hofmann - given that the leadership immersion mod will have limited enrollment, how will participants be selected?

KFBS_Dave H.: Brian -- There will be an application process and interview. We are seeking to select students with a diverse set of backgrounds and experiences.

x. w.: Hi, Peggy. Leadership is always emphasized by every MBA program. What is the special characters of UNC to help students to further strengthen their Leadership capability?

Peggy T.: x.w. Kenan Flagler offers a range of experiential activities, including feedback and coaching that really helps you develop and hone your skills.

x. w.: Peggy, Who will provide such feedback and coaching? Will student be assigned with a buddy to help us to better utilize the two years.

Peggy T.: x.w. We have external coaches with business experience or professional coaches. Of course, we also have peer coaches as well.

x. w.: That will be great! Thanks Peggy for this information.

Craig M.: Peggy - You just answered a question I was about to ask (who are the leadership coaches). Thanks.

Sushant: Peter/Sophia - I noticed that the Frank Hawkins Kenan Institute of Private Enterprise is listed in the North Carolina Business Resources Directory. Are there opportunities for MBA students to engage with local businesses in this context?

Sophia_KFBS2009: The Kenan-Institute offers opportunities to work with local businesses through the STAR program, through some part-time work opportunities during your second year, and independent study or unpaid internships.

Sushant: Thanks, Sophia. I appreciate the partnership with Habitat for humanity. Apart from helping build homes, do students have the opportunity to volunteer for various committees with Habitat?

Peggy T.: Sushant, we participate in a Habitat project each year.

Sushant: Thanks, Peggy....I am specifically inquiring about the "blitz build" format...

Sushant: The Habitat site mentions that "UNC Habitat has sponsored an annual blitz build" ...does UNC continue to participate in this format?

Peggy T.: Sushant, we do not do the blitz build approach with Habitat.

Sushant: Thanks again!

Elizabeth M.: Hi Dawn, I was also interested by your non profit background. I'm in non profit now, and wanted to see how that previous experience translated for you at UNC

Dawn_KFBS2010: Elizabeth, it has translated well. I'm able to provide a different perspective in class.

Elizabeth M.: Thanks Dawn, that's good to hear.

Rick G.: Interested to know about leadership opportunities for minority students. I know sam mccracken is coming later this week, but wanted to see if there were any specific programs for minority students

Michael_KFBS2010: Rick G. - As a minority student, we have several specific clubs that address several different backgrounds. I am in the Alliance of Minority Business Students. AMBS actually set up the event to have Sam McCracken visit the school. Additionally, the leadership positions throughout the school are numerous. From helping structure recruiting to advising the faculty on coursework. The school seeks out minority leaders.

Rick G.: Michael_KFBS2010: great thanks very much within the AMBS is there a specific program for Native American students? also, how frequently does the AMBS put together events similar to the Sam McCracken event?

Michael_KFBS2010: Rick- AMBS includes Native Americans. The great thing about KFBS is that if you wanted to put more emphasis on Native American students, there are resources available to you. Several new clubs start up each year.

Rick G.: Michael - thanks very much that's a great help and good to know

Michael_KFBS2010 Rick G.- what business are you currently in?

Rick G.: Investment Banking

Rick G.: currently working for barclays capital, survived the lehman fiasco, but looking to get involved with entrepreneurship

Michael_KFBS2010: Rick G. Are you thinking about a venture targeting Native Americans?

Rick G.: i actually am, with the new administration, the figures are out on government spending reaching in the trillions. in most governemnt rfps it is advantageous to have minority business status

Rick G.: as a result, provides a unique entry point to any minority business venture

Ran S.: Sorry Rick, what is minority business venture ?

Rick G.: Ran- was talking with Michael about my plans for after b-school

Michael_KFBS2010: Rick G.- I used to work for a minority owned steel company and we definitely benefited from that advantage. Good luck!

Rick G.: thank you

Ben M.: The website mentions contacting student's previous employer to get an evaluation of their leadership abilities. What is the rate of participation of employers with that and what type of questions are asked?

Craig M.: To professors or students –can someone please describe who participants in the initial 360 degree feedback? Also – how do current students feel about receiving 360 degree feedback before year 1 classes even start?

Sophia_KFBS2009: During the summer prior to the MBA, you will conduct a 360 feedback which will give you valuable feedback on what areas you might need to develop over your two years here. During orientation you will take some self-evaluation tools and develop a plan. The Leadership Initiative offers a great mix of interactive workshops, seminars, self evaluations, coursework, and lessons of experience where you can work on specific skill sets. It is a iterative process over two years where you are exposed to new tools, have the opportunity to practice them, and then have a period of reflection and feedback.

KFBS_Dave H.: Craig M. -- the pre-program 360 is focused on getting feedback from your previous employer (supervisor, peers, and subordinates) on your leadership competencies. From this, students construct a leadership development plan for their time here at Kenan-Flagler. I believe that students find the 360 very helpful. It is often the first feedback of this type many students have received.

Craig M.: Thanks Dave. So as a student, I would identify people that I previously worked with to provide feedback. Sounds great! Thanks.

KFBS_Dave H.: Craig M -- That's correct ... it is all electronic so it is an easy process.

Chittaranjan: Hi Sophia, is this 360 feedback something like the Johar window experience? I have participated in that on a few occasions in my previous companies

Sophia_KFBS2009: The Johar window is discussed in the debrief, but the 360 feedback is focused on leadership skills competencies.

Chittaranjan: Thanks Sophia

Andrew M.: To any of the current students, is there any leadership-focused electives that you found particularly helpful, especially with a consulting concentration.

LOKOSSOU: Have you different partnership with another school concerning the leadership?

Dawn_KFBS2010: Lokossou, we don't have partnerships with other schools

Jarod H.: This may fall slightly out of the scope of the conversation, but I saw that Jeffrey Immelt, CEO of GE, invited about 50 Kenan Flagler students to participate in a chat. If you can

answer to it, how many of these types of sessions happen per year, and how are students chosen to participate?

Amrinder_KFBS2009: Jarod H: Such programs come from time to time and we have plenty of visitors coming to the school throughout the year. Refer: <http://www.kenan-flagler.unc.edu/News/Even...> and <http://www.kenan-flagler.unc.edu/Programs/...>

Jarod H. : Very impressive Amrinder, thank you. Are these open to any students from KFBS to attend?

Amrinder_KFBS2009: Jarod: Yes it is open to any students. In fact it's open to public.

Marisa N.L : As a follow-up to Sushant's question on the Kenan Institute, does anyone on the panel have insight as to MBA Liaison opportunities w/KI? I know that their role is to bridge the gap between the MBA program and KI with regards to sharing information, marketing, etc...is this considered a "representative" role or is there also an opportunity to work on KI projects?

Will P.: Marisa - Like you said, KI Liaison's primary role is bridge the gap between KI programs and resources and the KFBS MBAs. All students are encouraged to participate in the KI projects. Certainly, KI Liaisons have a lead on finding out first about the projects.

Marisa N.: Thanks Will. I never thought about that - knowing about the projects early would definitely be an advantage.

Rohan S.: Peggy - I apologize if this question was already asked, but what key attributes of UNC's leadership program distinguishes it from other competing MBA's?

Lesha B.: Are any of you current students career switchers or from a background different from business? I am an architect and I am wondering how my leadership skills/experience will translate to the world of KFBS

Dawn_KFBS2010: Lesha, I am a career switcher and my skills have translated well. I am sure you've worked on teams, solved difficult business issues etc.

Lesha B.: Thanks Dawn!

Jessica M.: Does the STAR Program or any other program allow students interested in nonprofit management opportunities to practice leadership skills in that setting?

Verdi E.: Will anyone talk about leadership OUTSIDE of the University? What about Chapel Hill, and the surrounding Community?

Will P.: Verdi - There are a number of ways that students exhibit leadership and get leadership experience outside of the walls of the school. There is a strong community

service initiative in which students participate. About half of the STAR projects this year focus on non-profit or community development projects which offer a great opportunity for students to make an impact in the community and state while gaining valuable work and leadership experience.

Jessica M.: Thanks, Will, you helped answer my question!

Sophia_KFBS2009: Jessica - we have expanded our STAR program to include nonprofits, and nontraditional projects such as economic development, real estate, and more speciaized focus like healthcare working to commercialize developments from UNC Medical School.

Jessica M.: Thanks, Sophia.

Verdi E.: Will thanks for answering my question in detail. Are you aware of further resources that explore the surrounding area? I've never been to Chapel Hill, and I'd like to get a sense of the city before my interview.

**Amrinder_KFBS2009: Verdi: Information on Chapel Hill can be found here:
<http://www.kenan-flagler.unc.edu/Programs/...>**

Verdi E.: Amrinder, thanks.

Rohan S.: To Current Students and Alumni - can you please describe some of the Leadership opportunities that you are currently involved (in and out of the classroom) with that have had a significant impact on your MBA experience?

Lesha B.: Dawn, I think you might have mentioned it already but what program are you in right now?

Dawn_KFBS2010: Lesha, I'm a 1st year and interested in marketing. Though I haven't declared it as my concentration

LOKOSSOU : ok Dawn it is a great change, me also I work in accounting and now I want to change in leadership in public value. The program STAR integrate also the public policy?

Dawn_KFBS2010: Lokossou, there are economic development STAR projects. Another point of interest, we have a joint degree program with Duke that might be of interest

LOKOSSOU: ok thanks in the join degree program you was accept by both school or just UNC

Dawn_KFBS2010: Lokossou, you have to be accepted by both schools

Verdi E. : Current Full-Time MBA Students: Do you find there is time to work/Start a Business on the side?

Will P.: Verdi - Relative to starting a business and going to school: During Mod I and II of 1st year, no. There is Launching the Venture class that I am currently taking and building a business plan in that class. The class offers significant resources and entrepreneurship coaches. Further, students engage their classmates on teams to build a business, so in essence their classmates get class credit and experience, and the entrepreneur gets free labor.

Verdi E.: Will, thanks again. From your experience in the MBA Program, is the teaching mostly didactic or socratic - meaning, is it mostly lecturing, or Case Studies and learning from group discussion?

Will P.: Verdi - I find that the learning is about a 50/50 balance on aggregate. Some finance classes do a case every class but mostly lecture in class. Some classes don't necessarily use that many cases, but they do a huge amount of discussion.

Verdi E.: Will, what's your e-mail address?

Will P.: Verdi - will_parsley@unc.edu

Verdi E.: Will, I will e-mail you now.

Sidharth S.: Hello, the current economic situation has seen many organizations suffer due to inadequate leadership ability, is there a specific concentration in the leadership initiative this year to help tackle such extraordinary situations?

Verdi E.: Sidharth, that's a great question.

KFBS_Dave H.: Sidharth S. -- I think that we are drawing on leaders inside and outside the school to discuss current economic conditions. We have several programs focusing on the current economic situation.

David T.: Specific to leadership via public service does anyone have any suggestions for classes in the public policy or government programs?

Adam N.: Professors and students, I am a veteran and am particularly interested in Kenan-Flagler's leadership emphasis. Can anyone comment on how veterans have fared in the leadership initiative and any feedback that they may have provided?

KFBS_Dave H.: Adam N. -- We have long and rich relationships with various branches of the armed services. We do exec development programs for the Navy, Army, Air Force, etc. I teach in many of these programs. That experience has informed our leadership initiative. From what I know, the military students have been quite supportive of the leadership initiative.

Adam N.: Professor Hoffman, Thank you. The initiative is very intriguing and I am not surprised to hear that veterans are supportive. From your classes, are there any challenges that you have found that are particular to veterans?

KFBS_Dave H.: Adam N. -- I think that the cultures between military organizations and certain types of industries can be quite different. We also have several former military officers (e.g., 4 star generals) who are now in industry that are friends of the school. There would be opportunities to discuss the transition into industry with some of these individuals. On balance, military individuals are highly sought after due to their leadership experiences.

Adam N.: Professor Hoffman - That is very interesting and impressive. For the executive development programs, are these geared towards current or former military leaders that will be working at a more strategic/global level, tactical/local level or is it a mix?

KFBS_Dave H.: Adam N. -- Our programs are for current military officers. Within the Army we have 4-star to 1-star generals here. For the Navy, we do a short "transition" program for leaders transitioning into new roles within the military. We also have some lower level programs as well. General focus in on business skills and leadership.

Meleata: Peggy, can you discuss the extent of the coaching/mentoring relationships that are created? How often can you meet with the coaches? As for peer coaches, how can a current student become one?

Michael_KFBS2010 Meleata- I'm wanted to give you my thoughts on the mentor/coaching program. I currently have an executive coach. I work with a senior vice president for Chubb Insurance. We talk 4 times a week. Additionally, I have enlisted 3 of the profesors as mentors. The oppourtunities for coaching are immense.

Verdi E.: Michael, that's great news.

Meleata: Thanks, Michael.

Joe: you have the ear of a VP four times a week? that's great?

x. w.: Michael, does your peers have similar oppourtunities as you? Is it initiated by yourself?

Michael_KFBS2010: X.W.- KFBS has an executive coaching program that all students can sign up for. Of course, there are only so many coaches, so I would definitely let the program office know early if you are interested. To learn from a senior manager has been one of the best experiences.

x. w.: Thanks Michael. Also, will the mentors have time to coach you in depth considering they must be extremely busy every day. Do you communicate via email or do you have frequent face to face communications?

Michael_KFBS2010: X.W.- My coach and I do not meet face to face. She lives in California. A few of the coaches are in the Chapel Hill area and meet in person with their student. The great thing about having a coach from across the country is that I get to hear about different local issues. Additionally, because she is senior level, she is traveling around the country all the time. It's amazing!

x. w.: Michael, yes. It is always good to know what is happening in other parts since you may find jobs outside the Chapel Hill area after graduation. Do you think it is a good chance to expand your network as well?

Michael_KFBS2010: X.W.- I will tell you that expanding your network is one thing, but having multiple mentors that are in their 40', 50's, and 60 + is what I suggest, You get a breadth of opinions and lessons

x. w.: Michael. That is really true. I did not realize that they are so experienced at first. It will be a valuable experience.

Adam H.: Michael, When you are speaking with that VP each week, what are the typical topics of conversation?

Michael_KFBS2010: Adam H- The topics are all over the place. We have discussed strategic planning, navigating the corporate politics, succession planning, and motivation.

Adam H.: Thanks.

Bukola: I'm an aspiring brand manager. Brand Managers must be able to effectively lead cross functional teams. How will UNC's Leadership Program help me better lead cross functional groups?

Sophia_KFBS2009: Bukola - I worked on a cross-functional cross-geography team in my internship and I found that the concepts we discussed in theory and then had a chance to practice during the MBA program, really were right on target in the workplace. Getting very specific feedback on how your leadership style is perceived is really invaluable.

Bukola: Thanks for answering my questions Sophia! That's good to know.

Jessica M.: It sounds like STAR is fairly competitive to participate in. Are there other practical leadership opportunities for students to reach out into the community?

Amrinder_KFBS2009: Jessica: You can join some other practical programs / internship like the one that I know off is The Tsunami project in Thailand through Kenan Institute Asia and one of my classmates did his internship in Africa.

Jessica M.: Thanks, Amrinder. I did the Peace Corps in Africa and would love to be in touch with your classmate who interned in Africa. I am visiting campus next week. Could you put us in touch?

Amrinder_KFBS2009: Jessica: Can you give me your email?

Jessica M.: sure: JessicaEMeyer@gmail.com

Jessica M.L: thanks, Amrinder!

Rick G.: thanks guys

Lesha B.: I have a meeting to go to

Lesha B.: Thank you all for your great answers

Joe: Has anyone taken the Student Leader Elective Class?

Will P.: Joe - I have taken the elected student leader class.

Joe: how was it

Joe: what was the most valuable part?

Will P.: Joe - It was incredibly interesting. The course focused on helping to focus on some of the key skills of leading organizations. One of the highlights of the class was Brian Roberts, the CEO of Comcast. He is a friend of our instructor, and he flew down specifically to meet with the 37 students in the class and to discuss his leadership development and how he leads Comcast.

Sidharth S.: The opportunities to lead specific community groups would also be a potential area to exhibit leadership on a platform of personal interest. How and when would the leads for such community groups be nominated?

Balu K.: I was reading about the STAR service that KFBS has and it's amazing how much first-hand business experience one would gain out of such projects. Is enrolling into the STAR projects a mandatory part of the curriculum ?

Sophia_KFBS2009: Balu - STAR is not required for all students. If you are a consulting concentration major you do need to participate in a project as a first year and then lead as a second year. The experience is one of the most valuable I have had at KFBS. I did a domestic STAR and a global STAR in Brazil last year, and am doing a global STAR in Poland this spring.

Sushant: Amrinder - One of the listed Leadership Activities is to "lead an undergraduate project for a company" - does this imply one MBA student leads a group of undergraduate students on the project?

Amrinder_KFBS2009: Sushant: Can you send me the link. I can check out for you.

Ran S.: Is there any course for the leadership in Asia?

KFBS_Dave H.: Ran S. -- We have global business projects (student consulting projects) in China and Japan. We also have global immersion experiences (study and travel to China) which would capture leadership issues and differences between the US and China.

Ran S.: Thanks for the information Dave

Sushant: Back again...not sure if anyone else is facing a similar issue - the messages seem to stop streaming every once in a while...

Verdi E.: Amrinder: I would like to be in touch with current and past students focusing on entrepreneurship. Can you help me?

Amrinder_KFBS2009: Verdi: You can send an email to mba_info@unc.edu and make the specific request.

Verdi E.: Thanks Amrinder.

Meleata: I've had the opportunity to take several leadership instruments, including FIRO-B, EQ and Decision Style Indicator. Are these also included within the leadership program? If not, do the coaching opportunities allow for me to incorporate this information into my development?

Sophia_KFBS2009: Meleata - You definitely have the opportunity to incorporate results of previous evaluation tools in your coaching plan with an executive coach. This is an opportunity open to students in their first year. You apply and are matched with a coach, and then work with them over two years of the MBA and beyond.

Meleata: Great! Thank you, Sophia.

Verdi E.: Meleata: have you taken the Meyers-Briggs test?

Meleata: Yes, I have taken the Myers-Briggs as well.

Jose D.: where can i take the Meyers-Briggs test?

Dawn_KFBS2010: Jose D. We take the Meyers-Briggs test during ASW and utilize the information throughout mods I and II in our teams.

Jose D.: thanks Dawn

Craig M.: Will P. Regarding your experience with the leadership class (the one that Brian Roberts came to consult in)...what would you say is the most important lesson you took from that class?

Will P.: Craig - The most important lesson was that Brian Roberts built his business from \$40 million to \$30 billion, and he is a humble and engaging guy. From a pure leadership standpoint he gave us some interesting insights into building an organization where people are proud of where they work. He works very hard to ensure that his business is constantly making its employees excited about where they work.

Craig M.: Thanks Will

matthew s.: Sophia, it seems that the STAR program does not extend to South America or spanish speaking countries. Is this true? I am currently managing a non-profit in Argentina and would like to further leverage my experience, projects and contacts in latm. how might one be able to accomplish this, either through STAR or within the leadership program?

Sophia_KFBS2009: Matthew - The STAR does currently have a program in Brazil. With your Spanish skills, you could take Working Languages Portuguese here at KFBS and be able to leverage your existing language and culture skills. There are also some Spanish-speaking country projects, they are handled on a one-off basis. I did one in Ecuador and El Salvador last year. We might have one in Panama next year. We are looking at formally adding a Spanish speaking country next year.

Jose D.: Sophia thanks for the information on language opportunities @ KFB

matthew s.: Sophia - that would be great if a spanish speaking country were added. i will be in Ecuador and El Salvador working on projects in several months

Joe: Can you choose the specific type of project that you do for STAR?

Amrinder_KFBS2009: Joe: You can choose specific type of program for STAR. You can apply for the program that you're interested and some are more competitive than others.

Joe: Thanks Amrinder! Is there a STAR track for human capital consulting?

Amrinder_KFBS2009: Joe: I actually did something that is very, very close to human capital for my STAR last year!

Joe: great

Joe: what did you do?

Amrinder_KFBS2009: Joe: STAR is a consulting project and it's mostly confidential but my project involved on a company that was planning to enter China.

Joe: Amrinder, did you feel the project gave you leadership experience?

Amrinder_KFBS2009: Joe: You get leadership experience in STAR when you are the team leader. I was not the team leader. But it did give consulting experience and teamwork and plenty of global business research skills.

Joe: how do you become a team leader? Is that possible for students?

Amrinder_KFBS2009: Joe: Any student can apply to be a leader for STAR. Just inform the STAR coordinating Professor on your interest.

Joe: Thanks Amrinder. What was the biggest lesson you took away from your STAR project.

Amrinder_KFBS2009: Joe: My biggest lesson is maybe, consulting is investigation and powerpoint presentations!

Sophia_KFBS2009: Joe: The Boeing project last year in China also dealt with human resources and differing cultural dimensions,

Howard L.: The program seems pretty competitive, is there any advice on what one can do between now and Fall to prepare?

Michael_KFBS2010: Howard L- The best thing you can do to prepare is read the Wall Street Journal everyday to be up to date on business today. Add in a magazine that gives you another perspective on today's issues. And the other thing is to rest. You won't sleep much during the first two mods.

Howard L.: haha, Thank you Michael

LOKOSSOU: What opportunity student have to make a leadership in Africa and in the program STAR have you any africa company which participate?

KFBS_Dave H.: Lokosssou -- We currently do not have projects exclusively focused on Africa. Africa is clearly an important area for our new Dean. We have some sustainability focused things going on micro-finance. We are also developing relationships with our exec. dev. organization in africa. So I think those opportunities will be growing.

LOKOSSOU: thanks dave, I have a company in benin with my father and I know the importance of the micro finance and leadership development in africa, it is a great thing that UNC think about it

KFBS_Dave H.: Lokosssou -- I'm heading to India next month and part of my trip will be getting some up close exposure to micro-finance organizations.

LOKOSSOU: Dave, do you think that it is possible that the next year we have this opportunity or not.

KFBS_Dave H.: Lokossou -- Not sure. Africa is on the radar screen and there are some projects that are in the planning stage. I am not sure of the time line. Wish I knew more, but that is the honest answer. :)

LOKOSSOU: Dave thanks for your honesty

Zuñiga, S.: Amrinder, Sophia - Which are the most important skills what a student should have in order to reach the class experience?

Amrinder_KFBS2009: Zuniga: Can you clarify the question?

Michael_KFBS2010: Zuniga- If I understand your question correctly - the way to get the maximum out of the program is to not be afraid. Whatever your idea is you can do it. If you want to learn more, ask the professor. Don't be afraid to go for it. That's what will make you successful after school too.

Manas D.: MBA curriculum is more based on team work. But do the leadership activities in the school also require that a student handles a project solely by himself/herself

Wes M.: Hello everyone. Are there any pre-ASW or pre-Mod I school-sponsored leadership excursions? Or does the Habitat/House that KF Built have any partnerships with service groups abroad that incoming students could participate in before school starts?

Dawn_KFBS2010: Wes M. There are no projects that exist before school starts. But there are some students traveling to Honduras over spring break with Habitat for Humanity.

Verdi E.: What is STAR?

Sophia_KFBS2009: Verdi - STAR - Student Teams Achieving Results

Amrinder_KFBS2009: Verdi: STAR is Student Teams Achieving Results

Verdi E.: Are there Grant/Funding opportunities through the University for Startups?

Will P.: Verdi - There are a number of funding opportunities within the school, and there are many more available through school connections. The Launching the Venture class regularly puts you in front of VCs and Angels to present and network. There is an on-campus business plan competition called The Carolina Challenge. This competition involves some nice prize money (15K-25K).

Sushant: Sophia - One of the Leadership Activities states: Lead your study team in an assignment outside your area of expertise. How many students form part of the study team & what is the approximate duration of the assignment?

Sophia_KFBS2009: Sushant - Study teams are made of 5 teammates matched by the program based on backgrounds and skills. You work with your group for the first two Mods.

Sushant: Thanks, Sophia.

Adam H.: Sophia, can you talk more about the Working Languages or tell us where we can find more info?

Sophia_KFBS2009: Working Languages is part of the electives at the business school. Currently we offer Chinese, Portuguese, and Spanish. There is an immersion abroad as part of the course. The course is different than a regular language course because it looks at how you do business effectively in that target language abroad.

Adam H.: Thanks, Sophia.

Craig M.: To any second year students, Do you have a high opinion of the "Management Communication: Presentation Skills" classes? I consider communication an important leadership attribute, thus why I ask.

Will P.: Craig - I agree on the presentation skill side. The management communication course was fantastic. It went beyond basic presentation work and offered skills in how to deal with impromptu situations.

Verdi E.: I just want to say this chat is a great idea and I want to thank all the current students and faculty members for participating and putting this together. I'm learning a lot. Thank you.

Michael_KFBS2010: Verdi- I am going to answer your email question so that everyone can see the answer. I started a sports training company four years ago. Of course, I learned an immense amount on the job, but I wish I would have come to school prior to starting the business. Looking back, I would have done things completely different.

Verdi E.: Michael that's exactly what I was looking for. I ran a restaurant for three years and grew it to a \$1 Million a year enterprise. I realized toward the end that I was the reason the enterprise wasn't growing, and to take my business ventures to the next level, I had to grow myself.

Verdi E.: Why did you decide to go for your MBA and leave your business?

Jessica M.: Professor Hoffman, are students involved in developing new projects, like African microfinance and exec. development?

KFBS_Dave H.: Jessica M. -- Students are not really that involved in exec dev programs. Students would certainly be involved in different initiatives undertaken by our center of sustainable enterprise. So, I would say that there are certainly opportunities to be involved.

Jessica M.: Thanks, Professor Hoffman.

Verdi E.: Current MBA students: "What is the most rewarding thing you've done since you got to Kenan-Flagler?"

Sophia_KFBS2009: Verdi: For me, it was the global business project in Brazil last year. I was on a team working virtually with students chosen from the nine consortium universities, and then we finished our project in country for two weeks at the client site. There is more information on the global STAR on the KFBS website.

Dawn_KFBS2010: Verdi E. The most rewarding experience thus far is participating in building the Habitat for Humanity house

Varina L.: Sophia, is fluency in a language required to take Working Languages?

Sophia_KFBS2009: Working Languages courses are offered for beginner and intermediate students.

Sushant: I notice UNC hosts an AIESEC local committee. Are MBA students members or is membership restricted to undergraduate students?

Michael_KFBS2010: Sushant- The AIESEC is a phenomenal student organization. I would suggest contacting the organization directly at aiesec@unc.edu for more info. Good Luck!

Sushant: Thanks Michael..as it happens, I am an alumnus of AIESEC (India)...though, I would not mind rejoining as a member :)

Sheila D.: Hello - thank you for all of the information! For students and administrators, how do you hope the leadership initiative will grow at KFBS, given the pilot classes and growing competitiveness for STAR participation?

KFBS_Dave H.: Sheila D. -- it is one of the 5 top priorities of our current Dean. So there is great support for it. We want to continue to expand it within the MBA program and throughout the school. The pilot class will grow in size, but will have to remain small due to the instructional nature of the class. The Dean wants leadership to be a defining feature of the school ... so there is a great deal of support.

Sheila D.: Very exciting. Thank you, Professor Hoffman.

J B.: Amrinder, is it competitive to be a leader in the STAR program?

Amrinder_KFBS2009: JB: I never applied to be a STAR leader but you can certainly make the proposal to the Professor.

Ben T.: Dave, I may have missed something but when you say 'part of my trip is heading to India..' is through a KF program? Also will you be working with Grameen bank or any of Mohammed Yunus' foundations?

Sophia_KFBS2009: Mohammed Yunus will be here on campus in two weeks speaking at the business school.

Ben T.: Sophia, thats great. He spoke at my undergraduate graduation and was phenomenal.

KFBS_Dave H.: Ben T. -- Mohammed Yunus is speaker at KFBS in February. I will be doing workshops for our alumni among other things. I will be joining some individuals from outside KFBS for some of the micro-finance sessions.

LOKOSSOU: It is possible that executive student participate in STAR program

Dawn_KFBS2010: Lokossou, yes Executive MBAs can participate in STAR

Meleata: Approximately how many students are admitted into the STAR program each year?

Will P.: Meleata - There are 125 students participating in the STAR program this year. 25 Teams.

Meleata: Thanks, Will.

Rohan S.: Will P. - Piggy-backing off Meleata's question, what are some of the prerequisites in gaining acceptance into the STAR program?

Amrinder_KFBS2009: Rohan: The only prerequisite for STAR that I know of is interest and why you want the particular project and skills that you can bring in.

Rohan S.: Wonderful - thanks Amrinder!

matthew s.: Dave H.- I am applying with a real estate focus but left tech banking to volunteer within the micro credit and social entrepreneur realm in Argentina 2 years ago. I have social non-profit passions and real estate passions and want to be a leader in both, personally and professionally. From what angle do you think i should approach the leadership program? Will one have time to do focus on both?

KFBS_Dave H.: Matthew S. -- I think that you could do a real estate concentration with a sustainability enrichment. This would position you well for knowing the nuts and bolts of real estate while gaining a worldview that includes sustainability. We do have a number of connections with green development companies.

matthew s.: Dave H. - yes, i am very interested in sustainable dev. Is that an area i could leverage within the leadership program, STAR etc..?

KFBS_Dave H.: Matthew S. -- The leadership program would give you general skills that could be leveraged in that space. It might be a possibility within STAR if a company has this focus -- but that is partly driven by which companies apply for projects.

x. w.: KFBS_Dave H. Hi, what do you mean by green development companies? Do you mean the companies who put a lot of attention to environmental protection?

KFBS_Dave H.: X.W. Companies that focus on sustainable development (e.g., Cherokee Investment Partners) in Raleigh, NC.

x. w.: Oh, I see. Thanks. KFBS_Dave H.

matthew s.: Dave H. - Thank you. I will keep my eyes open for sustainable r.e. opportunities within the Leadership Program

Zuñiga, S.: In your opinion, which are the abilities or characteristics what a student should have to obtain the maximum benefit of the program?

Adam N.: Professor Hoffman - One of the challenges I have found in both my military and civilian service has been navigating the differences between various areas of focus. In other words, trying to get those that execute to understand those that support and vice versa. The lack of understanding of specific job requirements and capabilities often causes friction and inefficiency. Is this an area that would be addressed in your arena of organizational behavior?

KFBS_Dave H.: Adam N. -- Yes, it would. That would be part of organizational behavior in general and part that I do some work in. My teaching for the military is more focused on decision making at the individual and group level.

Adam N.: Professor Hoffman - I really appreciate your input. Would you happen to know if it is possible to contact anyone from the Military Veterans Club at Kenan-Flagler?

KFBS_Dave H.: Adam N. -- Yes, you should be able to find and e-mail the club president on our website. Main website, then student life, then career clubs ... then you can get in touch with them.

Adam N.: Professor Hoffman - Yes, I just found it after I sent my last post - sorry about that.

KFBS_Dave H. Adam N. -- Great.

Adam N.: Professor Hoffman - Thank you again for all of your assistance! I look forward to speaking with you again in the near future.

Marisa N.: Can anyone on the panel speak to their leadership experiences on Net Impact, if applicable?

Will P.: Marisa - I am not a leader on Net Impact, but I have a number of friends who are, and it is a very strong organization on campus. Would you like me to refer you to someone on Net Impact.

J B. : Will, I am also interested in Net Impact and would love to talk with someone who is involved. My email is jbowen05@gmail.com

Marisa N.: That would be great Will - appreciate it!

Marisa N.: marisa.niemczyk@gmail.com

Sophia_KFBS2009: Marisa - There are lots of opportunities to work on sustainability consulting projects on and off campus. I co-led a project around metrics last year for Burt's Bees for the Raleigh Planet Earth Celebration.

Marisa N.: Thanks Sophia. So if STAR doesn't shake out, it looks like Net Impact would be another great opportunity for consulting project experience.

Verdi E.: Who here wants to start a business after they Graduate?

matthew s.: Verdi - i do

Meleata: Verdi - not immediately after b-school, but I am interested in starting a business later down the line.

Verdi E.: Matthew are you an entrepreneurship concentrator?

matthew s.: Verdi - i will be focusing on real estate but as it applies to my entrepreneurial and social passions. i haven't figured out what the right combination of course work and project involvement should be.

Verdi E.: Matthew okay.

Verdi E.: Meleata are you an entrepreneurship concentrator?

Meleata : Verdi, no, I am currently not planning to concentrate in entrepreneurship.

Verdi E.: Meleata do you feel your MBA is teaching you the skills to run your own business?

Meleata: Verdi - I'm not enrolled in the MBA program yet.

Verdi E.: Meleata do you have an e-mail?

Wes M.: Can someone say a word about the mentoring arrangement while we're in school? Are students assigned a faculty advisor as in our undergraduate days or is any faculty guidance/mentoring obtained solely through students' individual efforts?

Dawn_KFBS2010: Wes M. The mentor programs are all voluntary. There are mentorship opportunities with alumni and executives. We are also developing a mentorship program between 1st and 2nd year students.

V LOKOSSOU: it is possible to have all chat transcript?

Peggy T.: Lokossou, a transcript of today's chat will be posted to our website in about 1 week.

V LOKOSSOU: thanks peggy, bye

Dawn_KFBS2010: FYI, we have approximately 12 minutes left before the chat concludes.

Ran S.: Can I have more than one career concentration at the same time?

Amrinder_KFBS2009: Ran S: Yes you can. I'm concentrating in Marketing and Supply Chain.

Ran S.: thanks Amrinder, but do i need to apply for a concentrantion at the beginning of the course?

Amrinder_KFBS2009: Ran S: No.

Ran S.: thanks Amrinder

Zuñiga, S.: Michael. Are there some recomentations for foreign students? Additional knowledgemnent about regional environment or situations?

Michael_KFBS2010: Zuniga- I think one of the best things to consider would be thinking about practical transitions like what bank to use, how to apply for a driver's license, how to move your stuff, and other small things that if you can prepare for early won't distract you from the many school tasks

Sophia_KFBS2009: Verdi - during the two years you can definitely get the skills you need to launch your own business, as well as the opportunity to do so as part of the coursework.

Rohan S.: Peggy - what steps does one take to participate in the Habitat for Humanity project?

Peggy T.: Rohan, any one is eligible to participate in the Habitat project

Rohan S.: Excellent! Thank you Peggy

Verdi E.: Sophia are you an entrepreneurship concentrator?

Sophia_KFBS2009: Verdi - no I am not, but anyone can take the coursework as it applies to their interests. The General Management concentration is a great way to pick and choose classes that provide the skills and background you are looking for.

Verdi E.: Sophia, thanks for info. Are you in your second year? If you are, how does the time involved in the coursework in your second year compare with your first?

Sophia_KFBS2009: Verdi - I am in my second year. You design your own schedule to meet your needs. In my case, I realized through doing the consulting projects that I would like to add more finance and modeling skills, so I am taking a heavy course load still. But I do have time to work part-time.

Verdi E.: Sophia can I follow up with you with more questions?

Sophia_KFBS2009: Verdi - my email address is Sophia_Lopez@unc.edu

KFBS_Dave H.: Thanks to all for joining our chat today! I have to run off to another meeting. Hope to see you here next fall!

x. w. : Thanks Dave.

Sushant: Thank you all & have a good day!

J B.: Thank you for your comments Professor Hoffman.

Ran S.: Thanks professor Dave

Rohan S.: Thank you for all of the information Professor Hoffman

Ran S.: Thank you all guys for today's chat have a nice day!

Stephanie C.: Thank you

Zuñiga, S.: Thanks KFBS team

Meleata: Thank you all for the information. I appreciate it!

matthew s.: Thanks for all the great information.

Dawn_KFBS2010: Everyone five minutes remain. Please formulate final questions.

x. w.: Who can share some information on the internship opportunities? Will it be tough for international students especially in such hard economic situations?

Amrinder_KFBS2009: X.W.: It's certainly tough for internationals. Details on our internship can be found here: [http://www.kenan-flagler.unc.edu/Programs/...](http://www.kenan-flagler.unc.edu/Programs/)

Sophia_KFBS2009: XW - there are still companies coming to campus to hire internationals both for internships and full-time employment

x. w.: Thanks Sophia. Hope the market is getting better.

Sophia_KFBS2009: I have a friend from Latin American who had four job offers for full-time so there are still jobs out there.

Rohan S.: Thanks to current students, faculty and alumni for all of the information on this topic! This was very helpful

Verdi E.: Yes thank you.

Marisa N.: Many thanks to the panel.

J B.: Thanks to everyone for the information, it has been very helpful.

Stephanie C.: Are students able to participate in more than one STAR program, DBP, or GBP over the course of their two years at KFBS?

Will P. : Stephanie - I participated in the STAR last year and this year. It is certainly encouraged.

Stephanie C.: Great, thank you Will.

Aaron C.: Thank you for your time and input to the panel

x. w.: Thanks all for the valuable information. It does help me a lot.

Wes M.: Dr. Hofmann, hello. Hope you're doing well. Quick question - how have you seen alumni and executive involvement in the graduate program adapt to the current downturn in the cycle? Has there been any noticeable decline in quantity or quality of their participation as they renew focus on their primary business activities?

Michael_KFBS2010: Wes- Our alumni are very engaged in the school. I would say they are more involved with the school because they know the situation today and want us to succeed

Wes M. : Thanks Michael.

Craig M.: Thank you to the panel. I have to drop-off. Have a great afternoon everyone!

Michael_KFBS2010: Thanks everyone.

Will P.: Thank you.

Wes M.: Do any students obtain brief internships in the area in the months leading up to their first year of school? If so, are there any resources that the school has to offer for incoming students interested in pursuing such an opportunity?

Eric L.: Thanks to everyone for discussing the leadership development program - this has been a very informative session.

Sushant: Thanks again, team KFBS - all the best with your MBA!

Verdi E.: Thanks everyone. Goodbye.

Dawn_KFBS2010: We would like to thank all for participating in the chat. Best wishes for a successful admissions process! Regards, Dawn

Amrinder_KFBS2009: Thank you and good luck to everyone!

Peggy T.: Thanks for your participation in today's chat.

Sophia_KFBS2009: Thank you for joining the chat and best of luck in the admissions process.