

## Sustaining Our Momentum to Be the Best



Dan Dry

We are setting our sights on new initiatives that will strengthen our value system and deepen both internal and external relationships.

Two years ago, I held a series of Dean's Forums involving the far-flung GSB community organized around the question, "How do we become the best business school in the world on all dimensions?" The forums yielded two core insights:

1. We are the best on many important dimensions, including our value system, the quality of our alumni and faculty, and the contributions we've made to market-oriented economies around the world.
2. We have significant work to do on other dimensions. We need to strengthen our brand name; it is uneven geographically and across business functions. We also need to increase alumni connectivity.

In the intervening two years we acted on the insights gained:

- We retooled **Capital Ideas** and expanded its distribution. To broaden our brand-name capital, our first two issues focused on entrepreneurship and marketing—two areas where we are not appropriately recognized.
- We joined CNBC as its educational partner in its **Asian Business Leader Awards Series**, providing us with opportunities to recognize leaders throughout the region.
- We launched our **Moments of Truth** advertising campaign, a compelling and authentic campaign to establish the GSB as the best preparation for myriad high-stakes moments when confident business leaders make decisions that are critical to the success of their enterprises.
- We moved our European platform from Barcelona to **London**, allowing us to better connect with our corporate partners, major media, and, most important, with our alumni.
- We brought online our new **Community Directory**, a dynamic resource that will better connect the GSB community, strengthen our network, and expand your resources.

I now am engaged in a second round of forums organized around the question, "How do we sustain our momentum to become the best business school in the world on all dimensions?" Well into these discussions, we are setting our sights on new initiatives that will strengthen our value system and deepen both internal and external relationships.

- We will push ahead with a stepped-up **marketing campaign** to complement our continuing focus on viral marketing. **Chris Iannuccilli**, our new executive director of marketing, will lead that effort (see "Dean Names Executive Director of Marketing," page 11).
- We are planning to establish a new **Global Advisory Board**, with regional groups in Europe, Africa, and the Middle East; the Americas; and Asia. Associate dean **William Kooser, '81**, is refining our plans for this important initiative.

I encourage you to stay tuned, join in the efforts, and represent the GSB well.

A handwritten signature in black ink that reads "TED". The letters are stylized and connected.

**Edward A. Snyder**

Dean and George Pratt Shultz Professor of Economics

## How to Think Outside the Bar Graph



Matthew Gilson

Capital campaign co-chairs  
**Dennis Keller, '68**, (left) and  
**Andrew Alper, AB '80, MBA '81**

If you're like us, you're feeling a bit weary of reading about campaigns, goals, and the fundraising progress. You've heard it all before: the rallying cries to "make goal," the pleas to help this or that civic campaign succeed.

*But is a bar graph inching its way to completion the point?*

From where we sit, no.

Bar graph progress and simple dollars-to-goal are not the point. First, winning is deeply embedded in the GSB culture, and we're confident alumni and friends will rise to this challenge. Second, we see the campaign goal as a means rather than an end.

Goals are merely markers along the path of our shared institutional history. The campaign is, in effect, a map that enables us to drive toward—and past—those markers to ensure future Chicago GSB success.

From this vantage point—taking a look at the GSB Campaign as a map—we can see important new landmarks that are the direct outcomes of our drive toward the dollar goal:

The Hyde Park Center, including the **Rothman Winter Garden**, the **Richard O. Ryan**

**Deans' Suite**, and many other spaces recognizing our generous partners.

Named chairs such as the **Jerry W. and Carol Lee Levin Professorship** (see "Birge Is Named First Levin Professor," page 12).

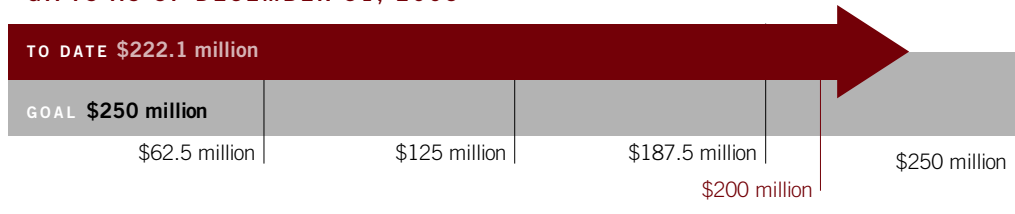
New scholarships including the **Dennis W. and Jane B. Carlton Israeli Fellows Program** (see "Gift Establishes Israeli Fellowship," page 8) and the **Kilts Challenge** to establish MBA marketing fellowships (see "Marketing Fellowships to Provide Mentoring From Alumni," page 9).

**Dollars and generous donors certainly do make a difference.** We're sharing a remarkable journey as a result of the GSB Campaign. Extraordinary outcomes have been achieved. Still more are within our reach. In the months ahead you'll hear from us on some of the potential outcomes we envision achieving with your continued help.

Until our next Letter from the Chairs, we hope you'll think outside the bar graph, savor our GSB successes, and (of course) support Chicago GSB generously.

# \$222.1 million

GIFTS AS OF DECEMBER 31, 2005



## Fixing What's Wrong in American Business



**ON THE WEB** To read "Class of 2005 at the 'Leading Edge of a New and Better Style of Management'" (Fall 2005), go to [gsbwww.uchicago.edu/news/gsbchicago/fall105/index.htm](http://gsbwww.uchicago.edu/news/gsbchicago/fall105/index.htm).

I read with interest the recent comments in the GSB Update section ("Class of 2005 at the 'Leading Edge of a New and Better Style of Management,'" Fall 2005) on the importance of leadership and how this emphasis will help fix what is wrong with American business.

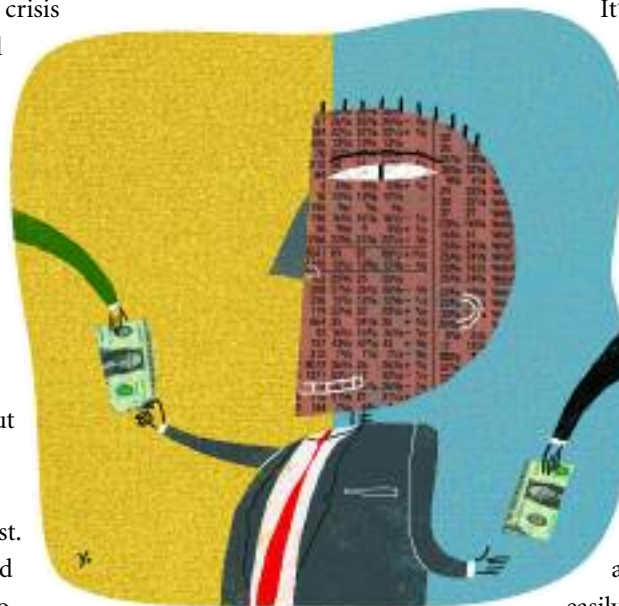
Based on my 40 years of experience as a management consultant working with more than 200 operations, this revelation is too little and too late. The crisis in leadership will get worse before it gets better, and the business schools must change their emphasis in order for this to happen.

The quality of true leadership out there is dismal at best and vile and disgusting at worst. In a meeting I had a couple years ago with a division president of a Fortune 500 company, he stated that the way to get the best out of subordinates at any level is by applying fear and abuse. He said everyone who works for him knows their job may end any day at any time.

The sad truth is that this attitude, combined with uncontrolled greed, is not the exception but more the rule and has allowed the Enrons, WorldComs, and the multitude of public accounting abuses and many others (which

I have seen up close in my work) to flourish and multiply and raise corporate fraud to new heights.

Arrogance has been raised to a new level by the so-called leaders of business and industry today. As defined by D. Wayne Calloway, former CEO of PepsiCo, arrogance is the illegitimate child of confidence and pride, the idea that not only can you never be wrong but no one else can ever be right.



It's a truly sick attitude, but one that pervades business and is most prevalent at the top of an organization.

Effective leadership in an enterprise can immediately be recognized. The signs are unmistakable, including the absence of the

easily recognizable stink of organizational decay. The sad conclusion is that few operations have this critical attribute necessary for long-term success.

**Fred Kessler, '65**  
**Fountain Hills, Arizona**

**SOUND OFF!** What do you think about this issue? E-mail us at [editor@ChicagoGSB.edu](mailto:editor@ChicagoGSB.edu).