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The Bottom Line

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Three Time Champions: Owen Teams Bring Home Case Competition Wins

"...these teams risked very visible failure to achieve such great success."

In any given year, MBA students all over the world face both success and failure. This year, Owen MBA's saw success again...and again...and again. Owen

**BY REHAN CHOUDHRY,
MBA 2007**

MBA's brought home three case competition championships outperforming what are commonly publicized as the best b-schools in the world. As stated in the recently released Owen promotional materials: "we beat Harvard, MIT, Carnegie Mellon and Duke." Our Owen classmates outperformed thousands of teams from hundreds of MBA programs, ensuring that the name Owen Graduate School of Management is



Courtesy of Yvonne Martin-Kidd
2005-2006 Case Competition Winners

associated with the best in the world.

The four Owen students who competed in the Global Innovation Challenge, hosted by Thunderbird, solidified their win with their concept developed for Hilton Hotels. Their unique solution earned them the title of "most innovative MBA team in the world" in addition to an oversized check for \$20,000 which was

proudly displayed in the Owen lobby for weeks after the win. The multinational team included Alejandro Corpeno from Honduras, Bana Shomali from Jordan, Michael Monteforte of the U.S. and Sangram Borkar of India. Owen students also took home the top prize in the 2nd Annual KeyBank Minority Case Competition, hosted

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For an electronic copy, visit our website at www.owen.vanderbilt.edu/studentclubs/

Vanderbilt University, Owen Graduate School of Management

Welcome to The Bottom Line Owen Graduate School Student Newspaper

By CHRIS CATHCART '07, REHAN CHOUDHRY '07, SURUCHI SHARMA '07

Welcome to the first edition of The Bottom Line for the 2005-2006 school year. Many of you (mostly first-years) are probably asking: "What is The Bottom Line?" Well, The Bottom Line is the student newspaper and the only communications medium in Owen that is COMPLETELY YOURS. Within these pages, you have the ability to speak your mind, share your feelings, and even push for change. This paper is managed, assembled, and printed by students, and as the Managing Editors, we welcome you to our first issue.

Now let's be clear, this is NOT the first issue in the history of Owen. Many Owen students before us sacrificed their time to slave away at all hours of the night (I'm being a little over dramatic here) to bring you hours of entertainment. We promise to do the same. Here is what we ask of you: JOIN THE BOTTOM LINE. We are actively recruiting staff writers, photographers, poets, songwriters, and break-dancers for The Bottom Line. The more involvement we see from our fellow classmates, the stronger the end result will be.

Now for some details. Every issue of The Bottom Line will include a letter from the Dean (this issue's article is on Owen's Leadership Development Program), a section titled *Spotlight on Owen* (faculty/student interviews), faculty and student columns, upcoming events, and more. This page will always be reserved for the Managing Editors. The next issue will include a *Letters to the Editors* page which will have posted any letters sent to The Bottom Line email address (bottomline@owen.vanderbilt.edu) and will also include a special graduation section.

Our goal is to have this newspaper printed regularly and distributed throughout the Vanderbilt University area. Everyone, at some point in their Owen career, has read one or all of the undergraduate newspapers published for the Vanderbilt campus. It is time the voices within the walls of the Owen Graduate School of Management are heard as well. We urge each and every one of you to consider joining the team at The Bottom Line. Thank you all and enjoy!

- Chris, Rehan, Suruchi



Leadership Development:

What is it? What are we trying to do?

BY JIM BRADFORD, DEAN

As no two individuals are alike, no two leaders possess exactly the same talents, abilities and qualities. Indeed, one might argue that different circumstances require different responses from leaders. What works for GE's CEO would not likely work for the CEO of NewCo Startup Corporation. The stage of progress in a business's life cycle, the maturity of the industry, the competitive environment may require different leaders. Is the organization focused on operational efficiency or innovation? Likewise the attributes of the individuals being led may largely influence what leadership behavior is most effective. One size does not fit all.

This presents a challenge to all who aspire to be effective leaders. The challenge is in knowing how to diagnose the variables and choose the best course of action. Is a firm hand warranted or do you leave the

decision to the team? Who can most effectively bring the project to fruition? Owen has launched a pilot Leadership Development Program (LDP) designed to help our students rise to the occasion this challenge presents.

Many programs and organizations teach leadership skills. The Owen LDP stands out. As opposed to viewing leadership development as teaching students the top ten skills, traits, or behaviors all leaders must adopt, we see leadership as situational – a combination of the circumstances and the leader's individual abilities. We seek to develop each individual's ability to diagnose and respond effectively as a leader through an iterative model that will (1) identify the personal leadership traits of participants using recognized testing tools used by global corporations; (2) repeatedly present opportunities to lead, get feedback, and coaching to help learn from these experiences, and (3) track individual development.

"The challenge is in knowing how to diagnose the variables and choose the best course of action."

Owen's LDP experiment, while unique in its approach and still early in its development, finds strong support from both Home Depot and Bridgestone Firestone. Both companies are striving to improve leader development and performance models to drive their companies in highly competitive industries. They recognize their corporate wellbeing and indeed existence depend on identifying, developing and promoting the right leaders for their respective organizations. Both companies are intrigued by the potential of our LDP.

My experience personally and with the "C" level officers I speak to is they desire individuals who can lead and develop others within their organization. Whether you are a HOP concentrator or interested in finance, marketing, strategy,



Jim Bradford, Dean
Owen Business School

etc. this experiment will serve those who participate well. I hope you will help Owen *evolve* this program to achieve its intended course of action: to develop the leaders of tomorrow. ■

The Bottom Line

MANAGING EDITORS

Chris Cathcart '07

Rehan Choudhry '07

Suruchi Sharma '07

CONTRIBUTORS:

Jim Bradford, Kimberly Pace, Tim Vogus, Susan Strayer, Woody Lucas, Jeff Gowdy, Sonya Waitman

See last page for disclaimer

Save The Date:

Capitalist Ball

April 22, 2006



Kimberly Pace, Professor
Owen Business School

As an introduction to our Faculty Spotlight section, we bring to you one of the newest additions to the Owen family Professor Kimberly Pace. Introduced to most of the first year class as a part of the core Leadership Communications team professor Pace has a diverse background that includes everything from professional stage performance to Brand Strategy consulting. Take a few minutes to

Spotlight on Owen

CHRIS CATHCART SPEAKS WITH PROFESSOR
KIMBERLY PACE

"The idea of teaching a subject that I love (Leadership Communication) and working with brilliant, highly motivated achievers was a great opportunity for me."

learn a little more about this great new professor.

Bottom Line Reporter:

For those of us not familiar with you, can you tell us a little about your background professor?

Professor Pace: Perhaps the most unique aspect of my background is my degree in vocal performance, and my work as a trained professional musician.

I have also been a radio and television personality with an audience of 5.5 million across eight states on all three major networks (ABC, NBC, and Fox) as well as 15 live broadcasts from Israel.

Bottom Line Reporter:

Wow that's really impressive!!! So with a background like that what brought you here to Owen?

Professor Pace: What I loved most about all my past jobs in television, communications, and marketing was teaching. By serving as a plenary speaker, workshop leader, or coach, I realized that the most important part of any job is effective communication. The idea of teaching a subject that I love (Leadership Communication) and working with brilliant, highly motivated achievers was a great opportunity for me. People that choose to come to graduate school want to take their career to the next level; they can see the potential within themselves. I love being around that energy.

Bottom Line Reporter:
Do you think you have found that here at Owen?

See **Pace** on page 7

Get Real: Career Advice From the Bottom Line

BY SUSAN STRAYER, MBA 2007

Q: "How much of a part does networking play in the job search? I'm not used to cold calling alumni for jobs, but have heard this makes getting a job easier. Are there any specific techniques I should be using?"

-First Year, General Management

A: Picture it: it's Spring Break and you and your Business School cohorts are cavorting around some Mexican resort, trying to pretend you're 18 instead of 28. Somewhere along the way, you drop your Blackberry and a few hours (and several drinks later) you can't find it. What on earth does this have to do with networking? Hear me out. If you go in search of

your precious phone alone, imagine the likelihood that you'll find it. But if each of your ten cohorts joins you in the search, the chances of success increase exponentially.

It's the same with your job search. If you're working on your own, every time you submit a resume, or apply to a firm, you're one, lone voice. In terms of locating opportunities, you're



Susan Strayer, MBA '07
Owen Business School

the only one looking. Now imagine if your ten B-School buddies joined you in the process—your chances of success? They are that much higher.

See **Career** on page 8

Vanderbilt Embraces Sustainability

Thousands of years were required for the earth's population to reach 1 billion. In the past 100 years, the earth's population has doubled to 6 billion and is expected to double again by the end of the century.

**BY JEFF GOWDY,
MBA 2006**

In a world with limited natural resources, this presents a massive issue to mankind: how to manage our limited resources in a way that supports the needs of an ever-expanding population?

The buzzword that is frequently used to describe this issue is "sustainability". Many definitions of

sustainability have been put forth but the general gist is this: using our resources to meet today's needs without compromising the ability of future generations to meet their needs.

Many organizations are addressing sustainability in different ways. Businesses are developing cleaner technologies that reduce waste, reduce energy input needs, and can use renewable resources as inputs. Most governments of the world have ratified the Kyoto Protocol, which is a pledge to reduce greenhouse gas emissions over the next decade. Many universities have started green campus initiatives that focus on re-

cycling, waste and energy reduction, and educating students on environmental stewardship.

You can now count Vanderbilt University as one of the participating schools. Vanderbilt is going green!

In the past year, the Vanderbilt Environmental Health and Safety department appointed a director of Sustainability, who is now starting up a campus wide initiative known as the Vanderbilt Sustainability Workgroup.

The Vanderbilt University Environmental, Health, and Safety Policy states that the University is committed to:



Jeff Gowdy, MBA '06
Owen Business School

- 1) minimizing hazards, reducing pollution and continuously improving our practices regarding safety, health and environmental protection;
- 2) empowering our faculty, staff, and students to demonstrate individual and institutional leadership in all matters pertaining to safety, health and environmental protection while preserving academic freedom in research and education and

See **Sustainability** on page 9



Sonya Waitman, MBA '06
Owen Business School

In September, students were treated to a presentation by the newly minted Growth and Innovation Practice of Deloitte Consulting. While it will be difficult to try to condense an hour long presentation into a few short paragraphs, I will try to

Disruptive Innovation At Deloitte Consulting

**BY SONYA WAITMAN,
MBA 2006**

paraphrase the concepts of their experts Rahul Mehendale, and Neal Batra.

There were three structured approaches to Innovation discussed:

Basics of Identifying Opportunities

1. Identify unmet needs in the market

2. Find non-consuming populations and offer a different value proposition

Once competitive attributes become good enough you must find new attributes to compete on, so for example when the effectiveness of heart bypasses was certain enough, competitive features turned to the low-risk, low-priced, or low-invasiveness of the bypass. THIS is defined as *disruption*.

Disruptive Innovation addresses "jobs". What does the product or service do to meet a new need?

Forming Footholds

Many firms identify niches as ways to gain a competitive advantage. However, by Deloitte's definition a niche is bounded, as growth is limited in a niche. They prefer to talk instead about Footholds. Footholds were defined as having the

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Why HOP Is the Place for Me (And Should Be for You)



Tim Vogus, Professor
Owen Business School

I would like to take this space, generously afforded me

BY TIM VOGUS, Faculty

by Chris and Suruchi, to make a plea, dispel a myth, and offer some relevant research findings. The plea is for all of you to take this unique opportunity as full-

time MBA students to take as many HOP classes as you can.

I realize that my position as an HOP faculty member makes this plea sound incredibly self-serving, but I make the suggestion because it will differentiate you in the marketplace. Our wide offering of HOP courses in leadership, employee relations, ethics, and power and influence build your repertoire of highly sought “impact skills” (communication, ethical decision-making, leadership acumen and presence, strategic

thinking, and teamwork). The skills gained from these courses will also help you throughout your post-Owen career. The Wall Street Journal has recently had multiple columns on the difficulties many face when ascending the corporate ladder (e.g., Carol Hymowitz’s November 14th column on page B1) as they struggle in moving from hard-driving analyst to organizational leader, the experiences, frameworks, and tools you gain from HOP courses will help smooth this transition as you’ll already have a well-

developed understanding of how to lead and manage.

But, the skeptics among you ask, isn’t HOP just for people who want to do HR? No! What we do in the HOP classes is essential for those who want to pursue a career in HR, but it is equally essential for anyone who aspires to any type of leadership position (that includes all of you aspiring entrepreneurs).

For those of you who remain unconvinced that HOP course content is anything more than “touchy-

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Owen: Beyond the Balance Sheet Work

BY WOODY LUCAS, MBA 2007



Work is good!
Work is really good!!
Work is great!!
Can I have some more work?!!
People often underestimate the value of work!!
Work is a panacea for all that ails humanity!!
Work is perfect!
We must work!
And when we are done working, we must work some more!!
There is definitely no such thing as too much work!!
I love work!
But what I love more, is talking about how much I am working!
If you don’t see me, guess where I am?
I am at work!!
Not just any kind or place of work!
But rather, the shangrala that is the eternal place of work!!

I mean a work, that transcends time and space!!
This work is always with you!
It will never forsake you!!
Whenever you feel alone or rejected, just look around your shoulder, and work will be there!!
Work transcends and destroys racial and religious divides,
When you feel yourself slipping into horrific and tortuous states of rest,
Just say this simple mantra, “I am at Owen, and I must work. Rest is the work killer. Rest is the enemy. I will not rest! I will work!”
Yeah, though I walk through the valley of US OPEN matches and restful walks in Centennial Park,
I will fear no rest,
For work is with me,
It’s constant and berating pestering doth comfort me,
May I always walk in the path of 6:30 am conference calls,
And may my cell phone be 100% charged Forever!

PACE from page 4

Professor Pace: Oh most definantly! I think we can all agree that Owen is a community of high achievers. I learned that very early in my interactions with the first year class during Mod 2. There are fabulous students here from around the world, and it's wonderful getting to know them.

Bottom Line Reporter: *So along with Leadership Communication, what other courses are you teaching this year?*

Professor Pace: I will be teaching a course in Public Relations in Mod 4. This is a course that will be valuable for those interested in becoming Chief Communications Officers or those dealing with the press. It will also be valuable for future CEO's and the entrepreneur crowd. Public Relations is a key part of intergrated marketing, and will continue to be important as traditional advertising efforts change and customer loyalty as essential to success. "Word of mouth" or "buzz" is the reason why people ultimately buy.

Bottom Line Reporter: *So what can students expect from their experience in this class?*

Professor Pace: The course will be an overview of Public Relations. We will work through organizing a public relations campaign for a company and focus on topics such as buzz marketing, media relations, customer relations, crisis communications, and branding. Another important topic we will touch on is "Personal PR" or how a person presents and further builds a brand or reputation for themselves.

The class will run Tuesdays & Thursdays from 8 AM to 9:30 AM. Students should expect an experience that is both energetic and interactive.

Bottom Line Reporter: *Sounds like a great course and at 8am you will need every bit of that energy to make it through...*

So why do you think it's so important for students to study communications?

Professor Pace: Effective communication is extremely important. As a new employee, if you are not communicating effectively you won't move up the corporate ladder. If you do move up, you have to be able to use more complex communication skills to better con-

nect with all channels. As a team leader you need to be able to interact with every one on your team in order to get the job done. As a CEO, you must deal with many broad audiences and if you can't get your message across, you won't last very long.

Bottom Line Reporter: *I agree very much with everything you say here. Along the same lines, what is the biggest mistake you see students making when picking a post MBA career?*

Professor Pace: Not matching their strengths with their chosen career is a huge mistake. Students need to be honest in their self evaluations. Often, people see themselves in one particular field with no regard for how they fit or whether their skills are a good match for the job. Then they end up 40 years old and unhappy with the choices they have made with their lives.

Another big mistake often made is failing to realize that every contact and relationship matters. You should never burn bridges! You never know when or how not treating someone well will come back to bite. Everyone matters, so treat them that way regardless of status.

Bottom Line Reporter: *What do you consider your greatest strength?*

Professor Pace: I genuinely believe in the people I hire. I see the long-term potential in my employees and it's my responsibility to make them successful. I do this by coaching and giving continuous feedback in both the good and the bad situations.

I also consider myself a big picture, strategic thinker. I'm not the best with details, so I surround myself with people that are smarter than me — real "A-players." I'm not intimidated by brilliant people, because I recognize it as an opportunity to learn from every interaction.

Bottom Line Reporter: *As we finish up here do you have any advice for the students?*

Professor Pace: Second years about to rejoin the workforce, surround yourself with people that are smarter than you are and realize that no matter who the person is you can always learn something of value from them. Have humility. Confidence is fine, but there is no need for ego-tripping. Many of the greatest leaders are those that can go out and talk to their

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customers. Continue learning and studying. The MBA is just a starting point. You should always strive to learn more.

For the first years searching for internships, learn everything you can about the company before you sit down to talk to them. As you go into your internships remember to build networks not “cliques.” Be aggressive and ask for feedback all the time. You want to be someplace where you can always get feedback, not just the good, but the bad as well. It may be hard to hear, but you will grow because of it.

Well that’s all for this addition of the Faculty spotlight. Thanks for Professor Pace for participating and showing us how a real interview is done. ■

**Want to
Recommend
Someone for the
Next Spotlight on
Owen?**

If so:

**Email your nomination to:
bottomline@owen.vanderbilt.edu**

Career from page 4**It’s more important that you think.**

Career experts, friends, professors, even the Starbucks Barista (okay, maybe not the Barista) continue to remind you how important networking is. The bottom line is—they’re painfully right. Six degrees of separation isn’t just a fascination with actor Kevin Bacon and the ‘80s, it’s the reality of business and promotion: self promotion.

The Facts

So you don’t think I am waxing soft HOP poetry, let me give you the numbers:

- 1) In a recent *World at Work* Association survey, results show that over 60% of companies give referral bonuses to employees who find candidates in their own networks that are eventually hired.
- 2) Popular networking site LinkedIn.com’s user base increased almost 300% in 2005.
- 3) The *Wall Street Journal* quotes that 94% of job seekers cite networking as the best tool in their search (and who typically reads the *Journal*? ... people like you.)
- 4) According to recent government research (DOI and

others) only 5-25% of all professional jobs are actually advertised.

Whether it’s finding unadvertised jobs, or getting a leg up from a current employee, networking leads to more avenues for opportunities and more voices inside a company to support you. Sometimes in hiring decisions, the louder the voices are about a candidate, the more likely the candidate will be hired.

Now that you’ve bought into the idea, how do you do it?**1) Start with the pitch**

Networking isn’t supposed to get you a job, or even an interview. It gets you the face time. Think about it this way (first-years, this may be painfully familiar): networking will get you in front of your investors. It’s your job to make the pitch and prove the investment is worth it. Make sure the message about what you want to do is clear and convincing.

2) Get started with the network you already have

Make a list of everyone you know—neighbors, family members and family friends, your sister’s boyfriend—everyone. If you walked by someone on the street and would stop to chat with

them, they belong on the list. Sound strange? Sure, your hairdresser may not have a job for you, but her brother who works for a big consulting firm might. So don’t discount anyone. Once you have a list, send an email (three short paragraphs tops!) describing who you are (your pitch) and what you’re looking for (contacts in certain fields, industries and/or companies). Make sure to BCC everyone, and, promise to follow-up individually on each reply to get advice on how the person requests you make the connection. You have to be sensitive to their relationship with the connection and his/her seniority.

3) Choose networking activities that make sense

The “email everyone” approach gets you started. After that, based on your personality, field and industry norms, and time, network in the way that makes most sense for you. You might choose social networking sites such as LinkedIn.com, your industry’s professional association or your college/university alumni directories. It all depends on what you want to get out of it and who the audience is. Does cold calling work? Sure, if you’re comfortable doing it and you’re in an industry where

Career from page 8

executives and professionals are open to this approach. But it shouldn't be your primary or only approach. Remember, networking is, in essence, a marketing strategy. And like most successful marketing campaigns, you'll be more successful in selling the product if you choose multiple channels.

4) Don't ignore Owen's resources

Interviewing on-campus? Don't even think about setting foot in the interview unless you've checked the Alumni Directory and the Career Profiles and IntraNetworking sections of Blackboard to see if anyone else at Owen has worked or interned at a company you are interested in. This should be a no-brainer. If you think you can slide into an interview without having prepped, you're sadly mistaken.

5) Get involved

Being a leader at Owen doesn't just mean you're working on a club project instead of hanging out at Thursday night kegs. It means you have access to networking opportunities that others don't. Whether it's the personal access you have to a distinguished

speaker, a successful alumnus or employer on campus, getting involved simply means getting more networking chances.

At the end of the long, Owen day it's your choice. Be reactive or maximize your strategy. Imagine the difference:

John drops his resume through e-Recruiting with a Fortune 500 giant. He sits back and waits.

Laura drops too, but only after talking to another student who interned there, a friend from college whose Dad worked there and an old colleague who's consulting for said giant firm. Laura ends up with a personal referral from her friend's Dad, insight on the interviewing process from her Owen peer, and key information on the firm's current challenges from her old consulting colleague.

Sure, it takes time and work. But you don't need a complicated finance equation to tell you who's got the serious edge here. ■

Susan Strayer is a 1st year student at Owen and is a HOP Concentrator. She is also the VP of the HOPA Association, and is the VP of the Owen Democrats in Business club.

Sustainability from page 5

evidence-based practices in patient care;

3) instilling the values of environmental stewardship and conservation of resources in our future leaders.

The purpose of the Vanderbilt Sustainability Workgroup is to implement these three commitments by facilitating sustainability-related programs and projects, acting as a clearinghouse for these projects, and fostering collaboration in sustainability-related teaching, research, and service. The Workgroup will also work to implement cost effective sustainability practices in operations. In summation, the Workgroup will serve as the central entity for sustainability initiatives at Vanderbilt.

Many clubs, organizations, centers, and departments on campus currently have sustainability-related initiatives in place. At Owen, the Net Impact club, through various activities, promotes the belief in improving the world by growing and strengthening a network of leaders who use the power of business to make a positive net social, environmental, and economic impact.

Twenty-one on-campus groups, including Net Im-

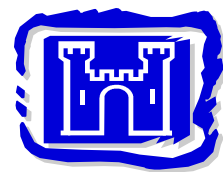
pact, have been invited to join the Sustainability Workgroup. As president of Net Impact, I will represent our club and Owen as member of the Workgroup. Owen Professor Mark Cohen will serve as the faculty chair of the workgroup. Our first meeting is February 2. I look forward to providing you all with updates on the Workgroup's progress. ■

Deloitte from page 5

following attributes: Value, Diffusion, Learning, Independence, and Motivation. These attributes are defined as:

Value – to new customers
Diffusion – across markets
Learning – people will pay
Independence – no reliance on a 3rd party for value add
Motivation – competitors not immediately motivated to respond.

Ships and fortresses



In order

to compete you have to constantly protect the competitive advantage of your products or

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services. In other words, create and defend your fortress.

But to create and sustain long term growth you will eventually need to set sail! To start on this adventure you will need the following:



1. Maps

You need to know your market - the world

2. Find a destination

The job based on destination

3. Find the right people/leaders

4. Find your north star

Performance measures

5. Build a ship and set sail

Learn by doing

While this short synopsis definitely doesn't represent everything covered in the presentation, I hope it provides you with thoughts to consider the next time you are faced with the need to innovate. ■

Sonya Waitman is a 2nd year MBA at Owen concentrating in Marketing.

New 2006-2007 OSGA Executive Council Officers



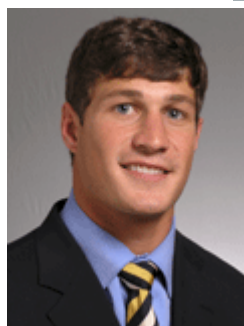
Christopher Baxley,
President



Dan Nishimura,
VP Career
Management



Blair Sitwell,
VP Admissions &
Communications



Adam Mitchell,
VP Community Affairs



Christopher Cathcart,
VP Finance

Please join the Managing
Editors of The Bottom Line
in congratulating our new
OSGA Executive Council!!!

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feely" nonsense I'll close with some recent research on medical error to cement its considerable practical impact. Let me set the stage first. Recent reports by the Institute of Medicine have found that upwards of 98,000 people die annually as a result of medical errors. If you were like most hospital leaders you would conclude that this necessitates better clinicians and better technologies (e.g., electronic medical records, computerized physician order entry systems, anonymous "near miss" reporting systems). While both of these do help, individual "star" doctors and information technology rely upon effective teamwork to be maximally effective. Recent research by Robert Huckman and Gary Pisano of Harvard Business School analyzed outcomes for Pennsylvania heart surgeons that practice at more than one hospital. These researchers found that death rates for the same surgeon performing the same surgery vary as much as five-fold depending on the hospital. Thus, it's not a single "star" doctor that begets the delivery of safe care, but rather a skilled team, that interacts effectively

within a supportive organization that matters.

In my own research conducted in 125 nursing units in 11 Midwestern hospitals, I find that on nursing units where the nurses spend time talking about things that could go wrong, developing an understanding of each other's unique skills, discussing how to learn from mistakes and near misses, and make decisions based on expertise rather than title (I refer to these as "processes of mindful organizing") reduce medication errors by 35% and patient falls by 68%. These team process effects dwarf the benefits of individual (and collective) skills and advanced information technology.

If you think HOP course content is only applicable to medical settings, the essence of the findings described above hold on Wall Street. Specifically, Boris Groysberg and colleagues found that "star" Wall Street research analysts who switch firms almost universally fall off "all-star" lists, some for as long as five years. But in order for organizations to avoid the mistakes of over-investing in "star" performers and under-investing the true conditions for success we need leaders who know how to build for it. HOP can help

you be such a leader. See you in class!■

Tim Vogus is a professor at the Owen Graduate School.

CASE from page 1

by the Fisher College of Business at The Ohio State University. The Owen team's solution to challenges presented at KeyBank's world headquarters in Cleveland earned kudos from the judges. The team members brought home the top prize of \$6,000. The team included Sydonia Blake, Terrell Taylor, Corey Smith and Jacqueline Brooks.

Teams involved in the 10th Annual International Operations Case Competition at the Tepper School of Business at Carnegie Mellon were asked to devise a plan to assist a utility company in the restoration of power after a hurricane. The team from Owen earned the top spot with a plan that called for reducing the vendor's power and building accountability. The team members participating in this invitation-only case competition included Matthew Behrmann, Mark Garton, Nathan Monday and Landon Davies.

At the time of publishing, it was noted that the team who represented Owen at the 16th annual Wake Forest Marketing Case Competition consisting of

Caroline Breyley, Harvey Brown, Dan Tarrant, Katie Wernert, and Nick Bartlow brought home the 3rd place trophy, increased positive PR for Owen and made a lot of memories (including a hot air balloon ride).

Things overheard about the Owen team from judges, Yahoo! employees, Wake Forest students/faculty, a perspective student who visited Owen last weekend: "The most fun group" – "Solid Idea" – "Great Analysis" – "Is everyone at your school like you guys?" – "All of you have great public speaking ability, and a lot of MBAs don't have that" – "We definitely want to pursue recruiting at your school" – "You guys have great chemistry and really look like you have a lot of fun working together" – **"Nick, would you like a third plate of pancakes?"**

Creativity and professionalism stood out as key attributes of all of our team's members. Each team earned accolades from competition judges for their unique solutions to complex corporate and industry problems. As we celebrate the accomplishments of our classmates, we should take note that each of these teams risked very visible failure to achieve such great success. The road to success often has the most obstacles. If we continue to

move towards these "difficult roads" we will continue to see great success.

These top wins show the world what Owen MBA's bring to the table...innovation, passion, professionalism, relentless drive and a healthy dose of southern charm.■

Rehan Choudhry is a 1st year student at Owen and is a Managing Editor of The Bottom Line and is the OSGA Sponsorship and Social Coordinator.

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