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10 Strategic Thinker
An early pioneer in strategic management, Professor Emeritus Raymond Miles defined human resource management styles commonly taught today.

12 The Alchemist of Innovation Management
Knowledge-management pioneer Ikujiro Nonaka, MBA 68, PhD 72, has transformed how people drive innovation together.

16 Mapping the Future
John Hanke, MBA 96, the mastermind behind Pokémon Go and Google Earth, Maps, and Street View, has forever altered the way we interact with the world.
2 Centers & Institutes
Data Base
In the era of big data, analytics skills are crucial. But rare are the business leaders who can both translate statistics into strategy and lead teams using this knowledge. Enter the Fisher Center for Business Analytics at Berkeley-Haas. Formerly known as the Fisher Center for IT, it will explore how data science creates business value and bring students to be fluent in both analytics and management. The Center, funded by the Fisher family, also supports faculty research.

3 Founders
Feeding Unicorns
Unicorns thrive at Berkeley-Haas. We’re one of 10 schools globally that can claim three or more founders of startups valued at a billion dollars or more, aka “unicorns.” The data were compiled by UK software research firm Sapi, Berkeley-Haas, with three unincs, tied for sixth on the list. Harvard Business School topped the list with 23.

5 New Programs
Business Abroad
Starting in 2018, a select group of undergrads will embark on a new international program that will have them spending their first full semester abroad. The Global Management Program will be the second Haas program offered to high school seniors applying to UC Berkeley (along with M.E.T., see #1). First-year students will spend eight weeks on campus in the summer completing preparatory coursework then travel as a group to the UC London Center. The four-year program awards a BS in business administration and prepares students as leaders in the multinational workplace.

6 Entrepreneurs
Found Here
If you’re a successful female entrepreneur, chances are good you want to UC Berkeley. The university ranked #2 on a number of companies founded by undergrad women—115—since 2006, according to PitchBook’s 2017 Universities Report. Harvard tied with Berkeley; Stanford topped the list with 146 companies. For MBA alumni, PitchBook ranked Berkeley at #9, but a Financial Times global ranking that surveyed full-time alumni from the Class of 2013 put Berkeley-Haas as the #2 program with 35 percent female founders.

17 Special Impact
Empowering Refugees
One hardship facing Syrian refugees is a challenging and uncertain asylum process. Many do not know they can legally replace a translator or review interview transcripts for inaccuracies, and some 70 percent receive negative decisions, leaving them in limbo pending the appeal process outcome.

Four Berkeley MBA students—Sarah Nomanbhoy, Jerry Philip, Peter Wasserman, and Srinivas Vaidyanathan—are working on a crowdsourced information platform, called MarHub, which provides answers via Facebook messenger related to the asylum process. MarHub team members visited the Greek mainland in June, interviewing refugees and testing a prototype of the chatbot, which also enables refugees to connect to legal aid volunteers for additional assistance. The MarHub team expects to pilot service in the fall.

Want to know who the tech leaders of tomorrow are going to be? Look no further than the inaugural class of Berkeley’s new Management, Entrepreneurship, & Technology (M.E.T.) program. These first-year students will earn bachelor’s degrees from both Berkeley-Haas and the College of Engineering that will provide the business and technology skills that entrepreneurs, CEOs, and Silicon Valley leaders need to succeed. Less than 3 percent of some 2,500 applications made it into the program, and enrolled students are already accomplished. Anvind Sindhav, used high-level computer code to analyze tissue-regeneration projects for organ replacement and founded a nonprofit promoting geographic literacy in schools; Athi Samantapudi served as state president of Michigan’s DECA business club for high school students, worked as a business analyst at startup Hindsgut, and founded a tutoring nonprofit for Detroit public school kids.
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Transformation Seeker

Alumna returns to Haas to lead Development & Alumni Relations

Leslie Schibsted, BS 96, became assistant dean for Development & Alumni Relations at Berkeley-Haas earlier this year, marking a homecoming for the undergrad alumna. She takes over for Michelle McClain (now Berkeley’s associate vice chancellor of university development) and brings a wealth of fundraising experience to Haas. Schibsted previously served as the associate vice president for development at San Diego State University (SDSU), leading the development team as the school concluded its $800 million campaign.

Prior to joining SDSU, she served as the interim associate vice president for development at California State University, Chico, where she helped launch the school’s first-ever comprehensive campaign. Earlier in her career, she counseled more than 80 nonprofits as vice president and senior consultant at The Focus Group, a fundraising consultancy.

"The key to fundraising for public institutions is to frame it not in terms of need but in terms of impact on people's lives," Schibsted says. "We all know the value our Haas degrees have afforded us and that Haas has launched so many amazing careers, companies, and startups. We're eager to invite philanthropic partners to invest in our people at Haas so they can have a transformational impact on the world."

Schibsted, who earned an MA in education leadership and development from CSU, Chico, says that Haas prepared her well for this new role.

"What I bring to the table is a data-driven, systems-based approach that is built on a strategic plan, which I credit to my education at Haas," she says. "It's an honor and a privilege to now serve Haas in this role."

Diversity Champion

Award-winning volunteer promotes inclusion at Haas

After Prop 209 banned affirmative action in California schools, Monica Stevens, MBA 96, felt like a drought had hit Berkeley-Haas. “I was saddened that the best public business school in the world did not reflect the rich and diverse population of California,” says Stevens, who recruited Berkeley MBAs for Wells Fargo.

So she encouraged Dean Lyons to rejoin the Consortium for Graduate Study in Management, which connects talented diversity leaders with top business schools. Haas rejoined in 2010 and has since enrolled more underrepresented minority students.

Stevens was inspired. She founded the Alumni Diversity Council in 2012 and, since that time, Haas has woven diversity and inclusion throughout its strategic business plan, hired a director of diversity initiatives, and added courses helping students manage diverse teams.

The Council, led by Stevens and vice chair Brett Connor, MBA 12, has grown to 20 alumni members across all academic programs. They discuss high-level initiatives and work to impact current students. Council members also engage with fellow alumni to increase participation and encourage networking with current students.

For her efforts enhancing diversity and inclusion at Berkeley-Haas, Stevens is being lauded with the Raymond E. Miles Alumni Service Award, the school’s highest volunteer honor. She is the first African-American woman to receive it.

Rich Lyons, BS 82, speaking to undergrads at their August orientation.

New Thinking for the New Economy

As business evolves, so too does Berkeley-Haas

Take a look at the Berkeley-Haas homepage and you’ll see this phrase: New thinking for the new economy. What we mean by this is largely due to the profoundly disruptive nature of tech. It’s no longer a sector, as it was in the 1990s. We’ve seen the rise of marketplace, or platform, businesses: Uber, Lyft, Airbnb, Blockchain, and others. These are transformations that have no similarly scaled analog.

Now, tech as a separator of winners and losers is pervasively important across all industries. Witness CEOs of airlines stating that they are tech companies with wings, or Jeff Immelt of General Electric predicting it will be a top 10 software developer by 2020, or the importance of data science in driving competition across companies. These are not changes that will be reversed with a tough business cycle—they are here to stay.

CEOs these days need to be digital and tech savvy. They need to be able to interrogate the company’s analysis around technology. And they need to appreciate how technology can drive future competitive conditions to be able to set direction effectively.

Why new thinking? I’ll bet you never learned about the economics of networks or the economics of information and information goods in Econ 1. The reality is that the economy is less and less about goods and more about services and information. The fundamentals still apply, but we have to advance our thinking to these new tools.

And to think: This business school, in this place, and this time in world history. Can you imagine a more interesting time to be a part of Haas?
The rise of Uber and Lyft has taxi companies running scared, while Airbnb is encroaching on hotels. Should firms that make cars or bikes also fear a sales drop as peer-to-peer rental apps make it easy to borrow wheels on demand?

Not necessarily, says Assistant Professor Jose Guajardo. In a recent working paper, he suggests emerging peer-to-peer rental markets represent more opportunity than menace for manufacturers. That’s because the existence of these markets might tip the scales for ambivalent buyers who know they can re-coup some money from a big purchase—and also because these markets open new opportunities for companies savvy enough to exploit them.

Peer-to-peer rental companies like Turo for cars and Spinlrs for bikes allow regular people to rent out their rides—similar to what Airbnb has done for homeowners—creating a world in which consumers are not only customers but potential competitors as well.

Guajardo and his co-authors from Carnegie Mellon University built a model to analyze this rental market’s effects on manufacturers. They found that whether these companies are hurt or helped depends critically on how often people use the products.

Take car sharing, for example. Guajardo’s model showed that in a scenario where nearly all drivers use their cars with about the same frequency, manufacturers are better off without peer-to-peer rentals, which might cut into sales. In a scenario where some car owners do a lot of driving and others just a little, a company’s best option would simply be to sell to frequent drivers and rent to occasional motorists.

It is when there is a moderate disparity in driving habits within a marketplace that manufacturers can benefit from peer-to-peer rentals. The explanation is simple. If you’re considering buying a car, even though you don’t plan to use it every day, the presence of an active car-sharing market—and ability to make back some of the price by renting it out on non-driving days—may convince you to make the purchase. In this way, the peer-to-peer market gets some middle-range users to buy and enables infrequent drivers to rent, boosting overall consumption.

Guajardo and his co-authors say they believe their paper is the first to highlight variation in usage as a key factor determining peer-to-peer market effects. He says he hopes the research demonstrates the benefits available to manufacturers, which can exploit this new market by adjusting their business models and investing in or starting their own peer-to-peer operations.

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Forecasters often overestimate how good they are at predicting geopolitical events—everything from who will become the next pope to who will win the next national election in Taiwan. But Berkeley-Haas Professor Don Moore and a team of researchers found a new way to dramatically improve forecast accuracy by training ordinary people to make more confident and accurate predictions over time as superforecasters.

The team, working on The Good Judgment Project, tested its future-predicting methods during a four-year, government-funded geopolitical forecasting tournament sponsored by the United States Intelligence Advanced Research Projects Activity. The tournament, which began in 2011, aimed to improve geopolitical forecasting and intelligence analysis by tapping the wisdom of the crowd. Moore’s team—which combined best practices from psychology, economics, and behavioral science from researchers nationwide—proved so successful in the first years of the competition that it bumped the other four teams, becoming the sole remaining funded project.

The study was unique in that it examined accuracy in forecasting over time, using a huge data set: 494,552 forecasts by 2,860 forecasters predicting the outcomes of hundreds of events. Study participants, a mix of scientists, researchers, academics, and other professionals, weren’t experts on what they were forecasting; rather, they were educated citizens who stayed current on the news.

Their training included four components: considering how often and under what circumstances a similar event to the one they were considering took place, averaging across opinions to exploit the wisdom of the crowd, using mathematical and statistical models when applicable, and reviewing biases in forecasting—in particular the risk of both overconfidence and excess caution in estimating probabilities.

Over time, this group answered a total of 344 specific questions about geopolitical events. All of the questions had clear resolutions, needed to be resolved within a reasonable time frame, and had to be relatively difficult to forecast.

The majority of the questions targeted a specific outcome, such as “Will the United Nations General Assembly recognize a Palestinian state by September 30, 2011?” or “Will Cardinal Peter Turkson be the next pope?”

The researchers asked participants to self-assess whether they considered themselves experts on questions. By the end of the tournament, researchers found that on average, the group members reported that they were 65.4 percent sure that they had correctly predicted what would happen. In fact, they were correct 63.3 percent of the time.

In addition, as participants gathered more information, both their confidence and their accuracy improved. In the first month of forecasting during the first year, confidence was 59 percent and accuracy was 57 percent. By the final month of the third year, confidence had increased to 78.4 percent and accuracy reached 78.1 percent.

“What made our forecasters good was not so much that they always knew what would happen, but that they had an accurate sense of how much they knew,” the study concluded. “We see potential value not only in forecasting world events for intelligence agencies and governmental policy-makers but for innumerable private organizations that must make important strategic decisions based on forecasts of future states of the world,” the researchers concluded. —Kim Girard

Judging Moral Character

**Assoc. Prof. Clayton Critcher**

A matter of principle, not good deeds.

People may instinctively know right from wrong, but determining if someone has good moral character is not a black-and-white endeavor.

According to new research by Assoc. Prof. Clayton Critcher, people can do what is considered the wrong thing but actually be judged to be moral for that decision. That’s because we evaluate others’ moral character—being honest, principled, and virtuous—not simply by their deeds, but also by the context that determines how such decisions are made.

Consider a social media company with access to its clients’ personal information and interactions. The government wants access to the user database for terrorist-surveillance purposes, but the CEO must decide whether to violate the company’s privacy code. Is he considered a more moral person by complying with the request, or by refusing it? Critcher’s work shows that even people who think the CEO should hand over the data to the government consider him to have better moral character if he does the opposite and adheres to the privacy policy.

“For the CEO who sticks to a moral rule—even when we think a deviation could be justified—we are more confident he will behave in sensible, principled ways in the future,” Critcher says.

Critcher’s research also found that what differentiates the characteristics of moral character (from positive yet nonmoral attributes) is that such qualities are non-negotiable in social relationships.

“Judgments about moral character are ultimately judgments about whether we trust and would be willing to invest in a person,” says Critcher. His findings, “What Do We Evaluate When We Evaluate Moral Character?” co-authored with Erik Holzer of the Johns Hopkins Carey Business School, are forthcoming in the *Atlas of Moral Psychology* (Guilford Press, 2017).

In one experiment, Critcher asked 186 undergraduates to evaluate 40 positive personality traits by rating them on two dimensions: how much each trait reflected moral character and whether the participants would or would not be willing to have a social relationship with someone who lacked that quality.

“The two dimensions were correlated at .87, which means the two are almost the same thing,” Critcher says. “What makes moral traits special is that their absence is a deal breaker, even when compared to qualities that the participants deemed just as positive.”

But did people see these traits as essential because they were seen to be moral? The research team answered that question by leading people to construe the same trait as either moral or nonmoral. Research participants were shown 13 traits that the researchers deemed ambiguously moral. Some participants were first exposed to traits that were clearly moral; afterward, they found the ambiguous traits morally relevant. In contrast, other participants who first saw traits that were clearly moral found the ambiguous traits as not morally relevant.

Inducing people to see those 13 ambiguous qualities as moral also caused them to deem these qualities as more essential for their social relationships—in short, good moral character justified a social investment in a person.

“When people first meet someone, they tend to give them the benefit of the doubt when it comes to morality,” says Critcher. “It’s an adaptive optimism—one that encourages us to operate on enough faith that we can at least learn whether they are worthy of a social investment—until they prove us wrong.”

—Pamela Tom
Raymond Miles got a crash course in business management when he was just 22. Attending the University of North Texas (UNT), he paid for his BA in journalism by working nights for the Gulf, Colorado & Santa Fe Railroad. There, he says, he learned hard lessons about how managers should best supervise their employees—and how they shouldn’t. Those musings led to a lifetime of inquiry into strategic management, making Miles, Haas professor emeritus and former dean, an early pioneer in thinking about how companies could align their strategies with the goals they were trying to accomplish.

Most of Miles’ supervisors on the railroad seemed to trust their workers at a lower level or higher, but didn’t trust their subordinates or solicit their feedback. As a result, Miles says, everything he and his fellow line workers did was harder than it needed to be. “I saw machinists with a seventh-grade education who under- stood management better than the foremen did,” Miles says. His desire to discover that disconnect led him to earn an MBA at UNT (after marrying, training as an Air Force pilot, and serving in the military during peace time) and then a PhD at Stanford thanks to a scholarship. Eventually he landed in Berkeley, where he embarked upon a 50-year career in research that helped to crystalize the concept of strategic management.

The Emergence of Human Resources

When Miles first arrived at Berkeley as a new professor in the Organizational Behavior and Industrial Relations group in the fall of 1963, the concept of strategic management was in its infancy. To test his anecdotal experience from the railroad, he surveyed managers in different industries. As he suspected, he found a double standard. They managed subordinates with a goal of keeping them happy and improving morale but did not regard them as strategic resources that could improve the company. At the same time, these managers desired to be treated by their own bosses in a way that would help them reach their full potential and prove valuable to the company. His insights, published in a 1965 Harvard Business Review article, “Human Relations as Human Resources,” led managers to think differently about how to utilize people in their organizations.

“Ray was one of the early contributors to the idea of human resources as a strategic function,” says James Lincoln, the Haas Mitsubishi Chair in International Business and Finance Emeritus, who worked with Miles at Berkeley’s Institute of Industrial Relations. “Instead of thinking about employees as personnel, he put forth the notion that human assets are as important as the financial and physical assets of a company and need to be managed in a strategic way. Of course everyone thinks that now, but back then, it was new.”

Not content just to criticize poor management, however, Miles in the next decade studied how organizations could improve. He found a prime example in the textbook publishing industry, which was then rapidly adapting to new computer technology to boost performance. Not all the companies were doing it in the same way, however. Some were rapidly expanding into new fields, some were more efficiently improving their specialties, and others were effectively analyzing the market to do both.

A Fluid Strategy

Out of those observations, Miles developed his breakthrough 1978 book, Organizational Strategy, Structure, and Process, written with his former student and current dean, Charles Snow Ph.D ’72. They argued there were three distinct types of successful companies, each with its own management style: prospectors, defenders, and analyzers. (And one unsuccessful type, reactors.) Once a company figured out which class it belonged to, it could design its management structure and processes accordingly. Furthermore, the authors wrote, companies could change over time in response to their environments.

The book helped resolve a debate at the time between business theorists who felt that every company was unique and therefore needed a unique strategy and those who felt there was a one-size-fits-all prescription for success. By delineating a menu of clearly defined options, Miles and Snow helped popularize the notion of strategy classification, in which the types of strategy companies could pursue were not infinite, nor were they limited to just one.

The book has become a classic in the management strategy field and is still regularly cited. “Of the several strategy classification systems introduced over the past 25 years,” wrote Penn State Professor Donald Hambrick in 2003, “the Miles and Snow typology has been the most enduring, the most scrutinized, and the most used.”

In later research, Miles continued to explore new concepts in the field of management strategy, creating the notion of “fit” that would help companies determine the best company strategy and how to create their structure and process accordingly. “He was at the forefront on this,” says Glenn Carroll, a former Haas professor who now teaches at Stanford. “That underlying idea of having the right strategy and structure for the market environment,” he adds, “is still front and center of what every business school teaches in MBA courses on strategy and organizational design.”

Miles’ gift, Lincoln says, lay in synthesizing ideas found in the theories of organizational strategy and making them accessible to practitioners. “A lot of what Ray has done—and the field has needed—is to pull these ideas out of the academic literature and bring in case studies and real-world examples so that management practitioners and students can understand what is going on,” Lincoln says.

Miles proved the validity of his management strategies as dean of Haas between 1983 and 1990. During his tenure, he helped secure funding for and oversee the design of the current buildings where Haas is housed today. He helped grow the Cal Business Alumni Association (now known as the Berkeley-Haas Alumni Network) into an active, thriving community. And he doubled the number of endowed chairs at the school to 24, recruiting such luminaries as Nobel Laureate Oliver Williamson.

In later research, Miles and Snow expanded their notion of organizational strategy to look at network organizations and the design and management of global supply chains. In the last decade, he has turned his lens on innovation. His 2005 book, Collaborative Entrepreneurship, written with Snow and Grant Miles (his eldest son), examined how companies could form networks with other firms to create innovative products and services. In 2009, the authors expanded on the idea, identifying a management structure they called the innovation form or I-form, consisting of a networked community of firms, specifically suited to innovation in changing markets.

With more than five decades of research and management experience behind him, Miles, now 84, has come a long way since his accidental night school education on the railroad. In his ability to extrapolate larger lessons from the academic realm and real-world companies alike, Miles is the rare thinker who can operate on the levels of both theory and practice. And Berkeley-Haas is all the better for it.

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—James Lincoln, Haas Professor Emeritus
Knowledge-management pioneer Ikujiro Nonaka, MBA 68, PhD 72, has transformed how people drive innovation together

BY MICHAEL BLANDING

When Ikujiro Nonaka first came to UC Berkeley’s business school to study marketing in 1965, he barely spoke English. His advisor, Professor Francesco Nicosia, suggested he read Hemingway. “I wondered, ‘Why Hemingway?’” Nonaka recalls. “Later, I realized that Hemingway’s writing style—simple, direct, and unadorned—was the essence of academic writing. I ended up spending a good chunk of time reading Hemingway’s short stories.”

Nonaka has come a long way since “The Snows of Kilimanjaro” and “Hills Like White Elephants.” One of the world’s top theorists in the field of knowledge management, he writes in a style that is clear and direct, but also philosophical and profound, pioneering theories about the key role that knowledge management plays in fostering innovation. Before Nonaka, companies looked at information as a commodity that could be neatly codified and transmitted; he, instead, envisioned knowledge as a living and breathing entity that had to be shared between workers to reach its full potential. If not the creator of the field of knowledge management, he is its intellectual father and one of its greatest philosophers.

For his accomplishments, Nonaka will be celebrated on November 3 with a Lifetime Achievement Award from Berkeley-Haas, only the fifth person to receive the honor and the first academic. Haas Dean Rich Lyons, BS 82, calls Nonaka’s impact on the business world a lasting one. “Applying a humanistic lens and practical wisdom to his research, Ikujiro Nonaka, MBA 68, PhD 72, has developed new frameworks for how organizations can transcend simply managing data to using the knowledge within their organizations to create better outcomes.”

Nonaka’s close friend and colleague David J. Teece, the Thomas W. Tusher Professor in Global Business and Faculty Director of the Tusher Center for the Management of Intellectual Capital, says the Lifetime Achievement honor speaks to Nonaka’s ability to translate esoteric theories into practical knowledge. “This award is a recognition that intellectual ideas and management practice really do live together,” he says.

FROM EAST TO WEST

Nonaka’s breakthrough came with the publication in 1994 of “A Dynamic Theory of Organizational Knowledge Creation,” in Organization Science. The article helped establish the field of knowledge management as a discipline. Nonaka and Hirotaka Takeuchi, MBA 71, PhD 77, an alumnus turned Harvard Business School Professor, followed up in 1995 with the book The Knowledge-Creating Company: How Japanese Companies Create the Dynamics of Innovation, which remains a highly influential business book for its explanation of the role that Japanese philosophy could contribute to Western business. Central to their thesis was that knowledge gave companies competitive advantage and that knowledge was contained within a company’s people—a holistic vision that over the years has come to infuse business in the U.S. and Europe.

Ironically, when Nonaka first came to Haas, it was with an eye toward the opposite: bringing Western business ideas to Japan. “In my eyes, Japan’s own management style at the time was already getting quite outdated,” he says. “I noticed that most new theories and methods were coming from the U.S.” He became interested in American theories of management while working nine years for Fuji Electric, beginning on the factory floor and moving up to various roles in human resources, marketing, and finance. Fearing an upcoming crisis in Japanese industry, he attended an American business school to help his home country remain competitive and “win” the global war of capitalism.

By applying a humanistic lens and practical wisdom to his research, Ikujiro Nonaka, MBA 68, PhD 72, has developed new frameworks for how organizations can transcend simply managing data to using the knowledge within their organizations to create better outcomes.

PHOTO: TOMOHIRO OHSUMI/AP IMAGES FOR BERKELEY-HAAS
Nonaka appreciated Berkeley’s focus on a theoretical approach to management rather than using case studies. He recalls “the Alchemists of the PhD-critique,” crediting that philosophical approach much to his later work. “Attending Berkeley helped me to build a great academic foundation—especially a theoretical one,” he says.

Under his advisor Nisii, Nonaka used an information-processing model to study how customers make decisions, supplementing it with courses in sociology and management. He also visited studies in Japan and the United States. In 1982, he took an appointment at Hitotsubashi University outside the city of Tokyo where, along with Takeuchi, he began researching innovation at Japanese companies including Fuji, Xerox, Honda, and Canon. In return visits to Berkeley as a visiting scholar, he honed with Prof. Teece, who had a long-standing interest in innovation and business strategy. They co-taught UC Berkeley Executive Education courses for Japanese companies in Japan and the U.S. They also shared common ideas and research interests.

DECIPHERING JAPANESE BUSINESS

Nonaka found that the information-processing model he had learned couldn’t fully account for the operations of Japanese companies, which saw business as more than just processing information inputs and outputs. “Fifty percent of Japanese companies I studied viewed management as a way of life, not just as a way to make profits,” he says. Nonaka first proposed the concept of “information creation” to explain how they operated, but that too seemed inadequate.

By 1984, Nonaka realized that what was important wasn’t information, but knowledge, “Unlike information, which is an objective property, knowledge is about subjectivity, meaning, and value and how these are conveyed through social interaction,” he says.

Using their research on Japanese companies, Nonaka and Takeuchi famously described the process of product development in Japan as “risky not risky.” In Western companies, people pass the baton back and forth between each other, “says Takeuchi. “But in Japan, they use a scrum, passing the ball back and forth to each other as they move down the field together.”

Nonaka shifted his focus to how knowledge is created—and the way in which it moves within firms, reading ancient and contemporary philosophy, particularly focusing on the writings of Hungarian philosopher Michael Polanyi, who distinguished between tacit and explicit knowledge. “I believe we are at a time when the business world and society need more tacit knowledge, and leadership ability to manage it,” he says.

A LIFE RECOGNIZED

Over the years, Nonaka has continued his work on the SECI model and the concept of “organizational knowledge.” Today, he remains a leading authority on the topic of knowledge management. His work has been recognized with numerous awards, including the coveted Silver Medal of Honor from the Japanese government for his contributions to management philosophy. He has also received the Japan Academy Prize, the highest honor in Japan, for his contributions to business and management education.

Nonaka is perhaps best known for his creation of the SECI model (Socialization, Externalization, Combination, Internalization) to explain how new ideas and innovations are shared and disseminated across the organization. He has also written extensively on the importance of tacit knowledge in organizations and the role of managers in facilitating knowledge creation and management.
Or much of the world, Pokémon Go defined the summer of 2016. Players of all ages raced around neighborhoods “catching” Pokémon characters with their mobile devices in the augmented-reality (AR) video game designed to encourage physical movement and social engagement while immersed in story.

Launched last July, the game, created by Niantic Labs, was downloaded 650 million times by February 2017, when Hanke founded a skunkworks gaming division within Google that year called Niantic Labs. Google took note of the computer in the context of a fictional game, a passion that was reignited at Berkeley-Haas.

With Niantic, says Hanke, “I saw an opportunity to use technology to help people get out into the real world.” As vice president of product management for Google’s Geo division, Hanke shepherded the evolution of Keyhole into products like Google Earth, Maps, and Street View, giving people everywhere easy access to virtual models of the planet. By 2010, Hanke sat at the helm of a 2,000-person division.

But the lure to explore struck again and manifested when Hanke founded a skunkworks gaming division within Google that year called Niantic Labs.

Encouraging Sincere Engagement

With Niantic, says Hanke, “I saw an opportunity to use technology to help people get out into the real world. People were hungry for that.” His interest in melding technology with social interactions came, in part, from being a father. “My son was an eighth grader at that point and getting deep into games, and I was torn,” he says. “I’d gotten so much out of our family, but as a parent I wanted him to develop in other ways.”

Niantic raised its flag in the gaming industry in 2012 with Ingress, an augmented-reality, location-based game that uses a science fiction narrative structure and encourages group engagement. “It’s not sitting at home typing at each other on Facebook,” says Hanke of Ingress’ collaborative gameplay. “The audience reaction to Ingress, which had seven million players by 2015, was intense. “People formed groups and clubs and used Ingress as a springboard,” says Hanke. Fans have told him that by playing the game, they expanded their social connections and traveled to places they’d never before been.

In 2015 Hanke came to a career junction where a map might have come in handy: whether to continue with Niantic Labs under the Google umbrella, benefitting from the parent company’s vast resources and infrastructure, or to spin the company off, gaining more flexibility and a return to Hanke’s entrepreneurial roots.

The many factors that went into Hanke’s ultimate decision to take Niantic independent that year, with sizable outside investments from Nintendo, the Pokémon Company, and Google, were later documented in a case study by one of Hanke’s former professors, Jerome Engel, founder of Haas’ Lester Center for Entrepreneurship (now part of the Berkeley-Haas Entrepreneurship Program). When Engel presented the Niantic case study in a Berkeley Executive Education program called “The Innovation Organization,” Hanke was sitting quietly in the back of the classroom to listen in on the discussion among students who were unaware of the company with the company.

When it came time for students to vote on whether Niantic should stay or go, Hanke recalls, “Virtually every one of the students said spin out. That surprised me.” Given the continued worldwide success of Pokémon Go, the first product release from an independent Niantic Labs, it seems both Hanke and Engel’s students—who were surprised and delighted when Hanke’s identity was revealed—made the right billion-dollar bet.

Do Well and Do Good

By any measure, Hanke’s accomplishments have earned him the right to preen, but the only attitude on display is the humility that he asserts is an important characteristic for a Berkeley Leader. Hanke says, “If I think about the quality of the people who study at Haas, if I think about my own classmates while I was there, I’m very happy to be recognized with this award. It’s a great honor.”

Of an impactful moment that shaped Hanke’s worldview, he recalls an ethics lecture at Haas, in which the speaker reminded his audience that it’s possible to do well and do good simultaneously. “The idea of a company pursuing both social and business goals is something we’re trying to do with Niantic,” he says. It’s a message he imparts as a Haas Executive Fellow, returning to campus regularly to speak to and inspire students to follow where integrity leads them.

After all, Hanke says, it was a particularly meaningful Haas guest speaker, Silicon Graphics founder Jim Clark, who gave him the courage to go out and pursue his own goals. “After Clark spoke,” Hanke says, “eight or nine of us had dinner with him, and it was the most amazing thing, to connect what you imagine out there in the world and make it real and tractable.” Or, in Hanke’s case, to augment what’s real and create a global phenomenon in the process.

By Nancy Davis Kho
Erin McLaughlin, BS 04

Erin McLaughlin, BS 04, has reported from some of the world’s biggest stories, including terrorist attacks, aviation disasters, and Britain’s exit from the European Union.

At age nine, Erin McLaughlin was not pretending to be a doctor or a rock star. Instead, she was posing as a journalist and creating her own newspaper—about the history of Iraq and the 1991 Gulf War. “I read it to my neighbors,” recalls McLaughlin, who grew up in the East Bay and is now a rising-star correspondent at CNN International. “I was lucky in that I knew early on what I wanted to do with my life.” She’s covered some of the network’s biggest stories, among them Britain’s exit from the European Union, terrorist attacks in England, Paris, Brussels, and Berlin; and a series of aviation disasters, including the 2014 downing of Malaysia Airlines Flight 17 over Ukraine.

But McLaughlin’s path from childhood passion to real-world success wasn’t always so certain. As a Berkeley freshman, she approached the Graduate School of Journalism with an offer to work for free, only to discover that the program had more aspiring reporters volunteering their services than it could handle. “I quickly realized journalism was going to be a tough road,” says McLaughlin.

On the hunt for a Plan B, she took introductory economics and was sold on business, with an eye toward a future in marketing or consulting. At Haas, she thrived when she was out of her comfort zone, including during courses on negotiations and statistics. In her spare time, she wrote for The Daily Californian and was part of the team covering the 9/11 terrorist attacks.

Through it all, her journalism dream lived on—just not in the way she had envisioned in her youth. “Print journalists were getting fired, not hired,” says McLaughlin, who graduated Phi Beta Kappa. She turned to television news, where she parlayed her way she had envisioned in her youth. “Print journalists were getting fired, not hired,” says McLaughlin, who graduated Phi Beta Kappa. She turned to television news, where she parlayed her

STUDENTS ALWAYS

Eyewitness to History

Global correspondent conveys the world’s stories

Erin McLaughlin, BS 04

International Correspondent, CNN
London

“The Right Fit

Mike Smith, MBA 08
General Manager, Stitch Fix Men
San Francisco

When Mike Smith joined Stitch Fix as one of its first employees five years ago, and since then, the online retailer has become so successful that even Amazon is trying to catch up.

At Stitch Fix, shoppers receive a personalized assortment of clothing that they buy in send back, without the hassle of credit card refunds or return shipping fees. In September 2016, the company launched a subscription service for men and tapped Smith, then COO, to lead it. The role has been a perfect fit. With a deep e-commerce background, Smith helped Stitch Fix Men scale within six months to the size its women’s line reached after three-and-a-half years. It’s a startup within a startup, Smith has been able to take risks that yield insights benefiting the women’s line, too.

Good thing Mike Smith doesn’t like to sit still. He joined Stitch Fix as one of its first employees five years ago, and since then, the online retailer has become so successful that even Amazon is trying to catch up.

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When it comes to communicating persuasively, Kelly Decker is an expert. And as the head of a company that coaches business leaders in effective communication, one of her most important lessons is to be yourself.

“It’s like talking in your backyard at a barbecue. That’s what’s likable and engaging about you,” Decker says. “People go into business mode and will be really serious. They think they have to be. Don’t lose yourself. Be yourself. It’s just about dialing a few things up or down.”

That being said, Decker, co-author of Communication to Inspire Your Audience (McGraw-Hill Education, 2015), also reminds clients to be audience-focused. “It’s not just about what you say but how you say it,” she says. “Our focus is to make this as applicable to clients as possible.”

Key to Decker’s success is a trademarked methodology called the Decker Method, which includes interactive exercises and instruction geared to helping individuals transform their communication habits. “The coolest thing about working with these emerging or existing leaders is about finding out what unlocks potential in them and what empowers them,” Decker says. She recalls one senior marketing leader who emerged from a training with a clear aha moment. “At the end of it she said, ‘I can’t believe that I’ve been giving away my power all these years’,” Decker says. It was one of many satisfying moments for Decker and further backed up her belief about a leader’s possibility. “Great communicators are made,” she says. “Not born.”

**Democratizing DNA**

Tootie Tatum, EMBA 15

Genomics

Lubbock, Texas

Tootie Tatum has no patience for the status quo. It’s an unlikely outlook for a scientist—she has a PhD in biomedical sciences—who needs to have particular rules in pursuit of empirical evidence. But as an entrepreneur, Tatum has learned how to translate scientific breakthroughs into workable business ideas.

“Even though scientists are always asking questions and challenging conventional wisdom, they tend to be risk-averse, which doesn’t send itself to entrepreneural ventures,” she says. “At Haas I found the encouragement to push past traditional ways of doing things.”

Her current enterprise is Blackhawk Genomics, a consulting firm that helps health care providers develop, market, and offer genetic testing to patients.

“Genetic medicine isn’t currently something patients have wide access to unless they’re wealthy,” Tatum says. “What we do at Blackhawk is help our clients bridge the gap between genetic technology and actual patient care.”

Blackhawk isn’t Tatum’s first rodeo. Over the course of her career, she has participated in the Human Genome Project, held a tenured professorship at Texas Tech University, and acted as director at Lawrence Berkeley National Laboratory’s Joint Genome Institute. Now, in addition to her work at Blackhawk, she manages five commercial clinical genetics labs nationwide and serves on the board of directors for Pharmazum, a data analytics firm focused on making personalized medicine a reality—think using a person’s DNA to assess whether a medication will actually work.

All these efforts are part of her mission to bring DNA science to everyday people, which requires a willingness to go beyond convention.

“I don’t like it when people say, ‘That won’t work,’ ” she says. “I’m a scientist, yes. But that doesn’t mean I always have to toe the line. You’ve got to be able to probe past what’s always been done in order to generate new ideas.”

**Securing the Cloud**

Entrepreneur pioneers data-protection software

Sanjay Beri, MBA 06

CEO & Founder, Netskope

Los Altos, Calif.

When the world’s most successful businesses began moving five years ago to cloud-based computing—storing and accessing data on the Internet rather than on hard drives—chief information officers posed a vital question: How can sensitive information and my users be protected?

Sanjay Beri gave them their answer. As founder and CEO of Netskope, Inc., Beri pioneered the development of cloud access security brokers, or CASBs, that monitor and govern cloud traffic while also erecting “guardrails” to screen out harmful malware and ransomware attacks.

The technology uses policies, algorithms, and heuristics to prevent data theft and threats so organizations can use the cloud.

Beri’s data-protection technology is much needed. “People in your own company, nation-states, backdoors—all of them want to exploit your company in order to achieve monetary or political gain or to advance their social causes or personal cyber-reputation,” he says.

Netskope’s CASB, the Netskope Active Platform, works in real time—interpreting, analyzing, and securing all cloud applications in the world—a count that exceeds 25,000 today.

Netskope was recognized in the 2016 Forbes 100 as one of the top cloud companies in the world and has earned numerous awards, including the 2016 New Product of the Year Award in the loss prevention category by Security Products magazine. To date the company has raised close to $250 million from top investors including Accel and Lightspeed.

Privately held Netskope doesn’t reveal its clients, but Beri says they represent a wide range of Fortune 500, 2000, and 5000 companies in sectors that include health care, financial services, energy, retail, and tech. Since Beri launched Netskope in 2012, it has grown to more than 250 employees, and he is one of the few Canadian-Americans to create a billion-dollar venture—according to some sources, Netskope has a $1.25 billion valuation—in the U.S.

An engineer early in his career, Sanjay transitioned to product, marketing, and sales roles and at Haas further developed into a business leader, learning about financial modeling and gaining an even broader perspective on business building. “The experience gave him another critical exposure as well,” he says. “It helped me see other perspectives from a marketing side,” he says. “I was able to understand the fundamentals more deeply.”

Netskope marked a natural career progression for Beri. In 1999, he co-founded Ingrian Networks (since acquired by information security giant SafeNet), which was one of the first efforts to develop enterprise data protection. Having been Ingrian’s founding engineer and the head of product management, Beri is considered a trailblazer of technology that continues to protect online retailers and financial institutions.

“I love building, scaling, and moving companies in an agile way,” Beri says. “When I started Netskope I thought, ‘I’m going to build an iconic business’—no bureaucracy or politics—and I’m going to bring some of the best minds together and apply it to a great problem. That’s what drove me.”

—Andrew Faught
Investing in Our Future

Question the Status Quo

Prophet Sharing
Scott Galloway, MBA 92, extends a hand to students from immigrant families

Not a lot of executives can get away with delivering a speech the way Scott Galloway does. In 15 minutes flat, he’ll blow through a 90-slide presentation and don a wig to lip synch a few bars of Adele’s “Hello”—just to drive home a point.

But Galloway’s on-stage antics aren’t the reason why more than a million people tuned in to one presentation alone that he gave last year. Galloway is almost single-handedly changing the way brands market in the digital age, much the same way he helped companies recognize brands as assets in the 1990s with his company Prophet Brand Strategy (co-founded with classmate Ian Chaplin, MBA 92) and later helped pioneer the rise of e-commerce when he co-founded RedEnvelope, an online specialty gift retailer, in 1997.

Today, Galloway, a professor of marketing at New York University’s Stern School of Business, owes his celebrity in marketing circles to the advent of big data and the full-service business-intelligence firm he founded, L2, Inc., in 2003 to benchmark brand digital competence in the age of social media. L2’s flagship product is the Digital IQ Index, which collects millions of daily data points on the online presence of some 2,000 brands across 11 of the world’s biggest consumer markets. Household names like Estée Lauder, L’Oréal, Procter & Gamble, Clorox, and Kimberly-Clark are among the companies paying between five and seven figures a year to access Galloway’s data-driven insights into, say, how the gender of a CEO or the location of a company’s headquarters affect a brand’s digital footprint.

“We’re transporters,” says Galloway. “We collect all this data to see where the patterns are.”

Earlier this year, L2 was sold to technology research firm Gartner, which allowed Galloway to make good on a promise he made to UC Berkeley: Galloway signed the university’s Founders’ Pledge, a commitment of entrepreneurs to give back to Berkeley when they attain success. To date, some 265 founders have signed.

Galloway, the child of a single immigrant mother, credits many of his accomplishments to an affordable education—first as a UCLA undergraduate and then at Haas—and to the doors that Berkeley opened for him. “I was a remarkably unremarkable kid,” he says. “Cal undergraduate and then at Haas—and to the doors that Berkeley opened. It changed my life.”

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“I was a remarkably unremarkable kid,” he says. “Cal undergraduate and then at Haas—and to the doors that Berkeley opened.”

Now, Galloway is paying his good fortune forward with a remarkable $4.4 million gift—the second-largest ever from an MBA-only alumnus. His philanthropy will create the Galloway Fellows Fund, scholarships and fellowships assisting generations of high-achieving undergraduates and graduate business students at Berkeley-Haas who also come from immigrant families. Galloway will meet with Scott and each other to form a collective cohort of students with a shared experience.

“I make no apologies about what are the pillars of my modest success, specifically the big hand of government in the form of UCLA and Berkeley,” Galloway says. “I want to ensure that hand remains extended for the next generation of aspiring business leaders who come from immigrant families. I also hope this sends a signal to current and future immigrants that most Americans remember where we came from and welcome them to the land of opportunity.”

—Kristian Crawford

Acting on Inclusion
Center for Gender, Equity & Leadership launches

Statistics point to a troubling and persistent reality: just 6 percent of Fortune 100 CEO jobs are filled by women. The numbers show scant improvement on companies’ boards of directors, where women account for 27 percent of total membership.

The newly launched Center for Gender, Equity and Leadership at Berkeley-Haas aims to improve these trends. After successfully raising $1 million in gifts, the Center, which officially launched on July 1, is working to advance and improve equity in the business world, which will help bolster numbers of women in executive ranks.

“As an American woman and business leader, I can imagine no more important purpose,” says Larissa Mossot, MBA 97, vice president and portfolio manager at San Francisco investment management company Gamco. “I was one of 11 founding advisory board members to the Center and an inaugural donor. It’s not enough to believe in something and support it verbally or even with action. If women want to change things, we also need to make sure that we are contributing financially.”

The Center will convene female leaders from the political and business sectors to generate dialogue and joint action around issues of women’s empowerment and advancement. It also will conduct research to investigate ways in which women exert power and influence differently from men. Additionally, the Center will target the specific challenges of mid-career professionals, a time when women are known to drop off the path to leadership roles.

The Center’s work comes at a critical juncture, women holding 30 percent of private wealth across the globe, according to Forbes.

“Women need to be a recognition, especially within philanthropic institutions, that women give for different reasons,” Roesch says. “When those aspects are recognized and tapped into, the giving capacity is really breathtaking.”
Forging Connections Across the Decades

East Bay Chapter hosts bike-and-brunch event

The Berkeley-Haas Alumni Network stays vibrant in part because of the community-building efforts of our alumni chapters and regional representatives, currently numbering 28 and 112 respectively worldwide. In general, Berkeley-Haas events happen six days a week. On a Sunday in June, grads from the ‘60s to current students gathered for a Bay Bridge bike ride from Oakland to Treasure Island on the newly opened bike trail. Riders enjoyed brunch on the island before heading back over the bay.

Shown (from left): Dean Suzuki, MBA 69; Matthew Hahn, MBA/MPH 17; Katie Eligass; Stefano Pacetti, MBA 93; Susan Rockwood, MBA 89; Deborah Lau, BS 81; Monique Baylocq, MBA 96; Christine Miura; Sean MacManus, MBA 19; Steven Terusaki, MBA 89; Richard Wilson, EMBA 15; Frank Rockwood, MBA 95; and Sarah Rockwood, BS 19.

Find your local chapter, subscribe to an email list, and view a listing of events: haas.berkeley.edu/chapters
2019

Kevin Chou, founder of Kabam (which he sold to Ampersand), says, “I'm a gamer at heart. I was addicted to games at a young age. And when I was 19 years old, I was working in a second-hand video game store.”

Kevin Chou bought the Seoul franchise of eSports, a collaboration between Kabam (which he sold to Ampersand) and Ingredion, Inc. Ingredion is a startup and need nonprofit, I've become a managing partner at Haas Group, where we employ more than 40 consultants supporting in more than 40 countries worldwide.

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**2012**

Talia Caldwell, European pro basketball player, joined the Golden Bear coaching staff on June 1 as an intermediate assistant coach for the women’s basketball team while the head coach and assistant coach were on maternity leave. Caldwell was a key contributor in Cal's run to the Final Four in 2013.

**2012**

Nate Floyd, BS 12, and Olympi-

can champions Assembly Donovan, BS 10 (English), during the Olympic games in Israel.

**2008**

Guy Barnea, BS 13, writes, “In

addition to being a Haas alumnus, student athlete, and Israeli Olympic swimmer; I am now a proud business founder. I recently launched a swimwear line for men called Weekends At (https://www.weekendsat.com). As a professional swimmer who has spent most of my life in a bathing suit, traveling for competitions all over the world, I long ago realized the lack of affordability and fashion-forwardness in swimwear for men. That started me on a journey to build the perfect men’s swimwear brand.

After graduating from Berkeley with a major in Political Science and a minor in Business Administration, I co-founded Sickos, a swimwear brand. Since launching in May, many of our customers are professional athletes and fitness enthusiasts. Sickos is designed to appeal to men who are looking for high-quality, affordable swimwear with a modern aesthetic.

**2012**

Chris Cacuce, GM of the company, a data center

company ambassador at Actionmap.com

**2017**

Grace Lee, BC Berkeley Leadership Award Scholar and student, body president of the Haas Business School Association, was featured on CNBC as one of the top 10 business majors graduating in 2017. She was originally profiled by Forbes and Quants as one of the "fastest and brightest" for her years and seeks to break glass ceilings and fight inequality as an investment banker at J.P. Morgan.

**2012**

Theo Nambaka, BS 13, at the Association for Computational Linguis-
tics conference in Vancouver, BC, Canada.

**2008**

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Rohit Nambaka, BS 13, at the Association for Computational Linguistics conference in Vancouver, BC, Canada.

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Wanjun Yun, BS 13, South Korea, started a new job at seed accelerator Sunco Angel Partners.

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Amanda Hockenbury, Boulder, CO, and Jonathan Reyes, BS 13, wrote, “As I reflect on this year, I am struck by the many times our team has had to choose its own gender identity.”

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Talia Caldwell, European pro basketball player, joined the Golden Bear coaching staff on June 1 as an intermediate assistant coach for the women’s basketball team while the head coach and assistant coach were on maternity leave. Caldwell was a key contributor in Cal’s run to the Final Four in 2013.

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Nate Floyd, BS 12, and Olympi- can champions Assembly Donovan, BS 10 (English), during the Olympic games in Israel.

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Guy Barnea, BS 13, writes, “In addition to being a Haas alumnus, student athlete, and Israeli Olympic swimmer; I am now a proud business founder. I recently launched a swimwear line for men called Weekends At (https://www.weekendsat.com). As a professional swimmer who has spent most of my life in a bathing suit, traveling for competitions all over the world, I long ago realized the lack of affordability and fashion-forwardness in swimwear for men. That started me on a journey to build the perfect men’s swimwear brand.

After graduating from Berkeley with a major in Political Science and a minor in Business Administration, I co-founded Sickos, a swimwear brand. Since launching in May, many of our customers are professional athletes and fitness enthusiasts. Sickos is designed to appeal to men who are looking for high-quality, affordable swimwear with a modern aesthetic.

**2012**

Chris Cacuce, GM of the company, a data center company ambassador at Actionmap.com

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Grace Lee, BC Berkeley Leadership Award Scholar and student, body president of the Haas Business School Association, was featured on CNBC as one of the top 10 business majors graduating in 2017. She was originally profiled by Forbes and Quants as one of the "fastest and brightest" for her years and seeks to break glass ceilings and fight inequality as an investment banker at J.P. Morgan.

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Pierre Frediere, MBA 86, on the frontier of organizations going from old world to new work, new companies, new talent. "I was fortunate to have spent the last 26 years in Southeast Asia, where I have returned to my native Maryland and am looking forward to catching up with friends and classmates now that we are back."

Josh Bersin, MA 1988, on the ground in India talking about emerging talent and relocation to India a few years ago. "I currently live in New Delhi, India, and do a lot of travel to other places, relocated to India a few years ago for professional reasons. I am in various businesses and an active member of Young Presidents Organization."
Berkeley operations at Visa. He is central to him. Serving others remained much to his community embraced it and gave so were born to be a devoted dad who took jobs, and the kids are makers are happy to have facilities around the works, I thought I would include this photo: I have partnered with a local organization in the Philippines to build ‘comfort rooms’ for elementary schools that still have no toilet facilities following the devastation of Typhoon Haiyan in 2013. We employ locals to make inexpensive but sturdy bricks out of Portland cement and sifted dirt, and use local volunteer labor to build the basic astonishingly appreciative. Typically, they put out a one-hour ceremony of stoning and dancing to say thank you at the ribbon cutting. Never guessed that building toilets would be such sweet work.

At the time of his email forwarding? My lovely assistant Emily Lu was accepted by Manage- ment, Entrepreneurship & Technology (M.E.T.), a two-degree program offered by Haas with that College of Engineering.

Douglas Clark, of Salt Lake City, writes, “In light of National Gingerbread Day, a recent article on the major lack of sanitary two-room facilities with sinks and flush toilets. We are based on these salt-help principles: (1) The community must provide the land. (2) The community must be willing to provide volunteer labor during the construction phase. (3) The community must sign an agreement to receive the comfort room, and (4) the children must be trained in the new condition. The brickmakers are happy to have jobs, and the kids are Matthew and Benjamin as well as his wife, Susan.”

Todd Merrill, faculty director of the National Science Foundation’s “Golds,” was interviewed by The Nation about corporate innovation in the middle East. Merrill, an innovation expert who has supported the development of more than 100 successful companies and taught more than 800 teams of entrepreneurs and managers, now knows how to launch profitable products and services by saying that businesses in the Arabic Gulf are “very dynamic, very eager to lead globally, and very open to best practices.”

2002

Matt Haba moved from Hong Kong to Tokyo in May, he’s back in grappin’ Asset Management Co. as head of the CEO office and Alix & robotics-related startups.

Rachel (Martin) Long, Pied- mond, Calif., reports, “Currently the vice president of veterinary and canine operations at Guide Dogs for the Blind with campuses in San Rafael, California, and Boring, Oregon, I’m lucky enough to put my education and experiences into helping blind and visually impaired people. I can work with professional puppy raisers, puppies and dogs. That’s what I do. I am a cool guide dog country. Watching puppies grow up and become guide dogs is amazing but not as amazing as seeing our clients gain their independence.”

“My three children are super talents and descent people. My oldest is a competitive swimmer at college, and Rubik’s Cube solver. One of my twins was recently cast as Annina in a professional production at the Berkeley Repertory Theatre. But Annina is only 11 years old and we are going to make sure she takes classes in acting and stage schools in the Bay Area.”

2003

Vosmar Martinez, Miami, Fla., forwards the follow- ing: “I am back from the World Cookbook Awards in the special published category! The books recipes represent the food culture of the笛子 de Camino San Salvador, known as the ancient pilgrimage route in Northern Spain.”

Greg Patterson, San Francisco, writes, “Every time I go to a Haas event, I am inspired by other alums—thank you! Had a fun dinner with a group of 2000’s. Of course everyone at the table has friends who are going through the same thing. I’m here to help. But guess how happy that building toilets would be such sweet work.

Matt Fargher, Sedona, Ariz., on designing the perfect packaging platform for cannabis flower. Can of Bliss is hitting California Christmas week! We can’t wait until spring and we plan to scale the brand to be available around the globe. It’s a lot of fun working in this rapidly evolving industry.”

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Berkeley World of Good, the Fair focused on multifamily real investment company in Oakland, Calif., all over the world, including Chiara, participate in the kids, Paolo, Isabella, and great to have our three back in Italy provided a years together is quite exciting to enter the Italian subsidiary. It changed companies.

I joined the Phoenix Group (pharmaceutical menti and living abroad, but I guess I’m follow-


I'd love to catch up with and


The food will be made truly fresh and no-


And Andrea Signoretti


MBA 04 alumni Rachel Fried and Ross McConnell in July 2017, toasting a forum for the MBA 2004 reunion in Wadem, N.J.


The food will be made from more than 85,000 members the global network of more than 85,000 members Haas Alumni have provided


Bhattacharya, a joint venture be-


Niko (10), A.J. (8), and Jed (6) are very happy with our new abode and love to host guests from their extended C family, so please don’t be a stranger if you make it all the way to the U.S.


As in Bloomberg, Ben Allen, currently president of Summer Investments, has been tapped to become the CEO next year at age 41, after current CEO and former juices Domon, Allen began at the company as an intern.


I'm joining IDEO as an


I'm proud to join Atlassian, a global software company, as its new chief marketing officer. This is my first foray into the enterprise world for the past 15 years, my career has been defined by work in the consumer sector, particularly at eBay, where I also served as CEO. My time at Haas taught me the power of business as a force for good. I’m proud to join a purpose-driven company such as Atlassian. For example, our software has helped teams at NASA build and launch a Mars rover, empowered the Mars rover, and recently landed on Mars. As CMO, I will be the most visible leader of the Pledge 1% movement, a program that allows teams to give 1% of profit, and 1% of employees’ time to support the idea of purpose-driven company


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“Bears”!


End the Youth Education Act Colorado’s School Choice Program


Traveling for work had made me miss spending time with family, and I decided it was time to return home. I decided to make a career change and pursue a degree in business. I chose Haas because of its reputation for producing leaders in the tech industry and its focus on social responsibility. After completing my MBA in 2010, I joined Google as a product manager. Since then, I've held several positions across the company, including lead of Google’s AI ethics and diversity team. I've always been passionate about using technology to make a positive impact on the world, and I believe that Google has the potential to do more good in the world. I'm excited to be a part of this team and contribute to the company’s mission of doing good with technology.
you want to partner or get a real partner focused on a new investment firm. I’ll also be joining with leading organizations such as IDEO Colab (www.ideo.com) as a general partner focused on digital and cryptographic assets such as Bitcoin and Ethereum. I’m also helping advise classes at UC Berkeley to fail in financial technology! Please email me at: john.lao@gmail.com if you want to partner or get involved!

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BCEMBA / EMBA

Joe Duran, founder and CEO of United Capital Financial Partners, blogging on investment news, offered his three big takeaways from the 10th anniversary of behavioral economics celebration held at Berkeley-Haas. Among them: people optimally overemphasize what is in their line of sight and ignore outlier events; also, your unenlightened weakness will be exploited for economic gain. Read more at: http://haas.org/b2d/2.

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Rupam Shrivastava, Jersey City, N.J., announced that the Haas Alumni Club is launching the first AI-powered portfolio management platform, helping launch the Vodafone brand across various geographies in sub-Saharan Africa. I am excited to bring to the team a diverse pool of African-focused investors and strategic partners. Meanwhile my twin boys and I are planning an amazing road trip in New Zealand over winter! See the picture with the Hobbit set."

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Sanjeev Sastry, BCEMBA 74, with wife, Kathleen, son, Alexander, and daughters, Himal

Sanjay Sastry, San Ramon, Calif., writes, “I started a new role in late October at Google, moving to Google Cloud supporting Strategy and Planning. Prior to that I looked into startup and investment firms ranked No. 30 on Engineering News-Record’s list of the Top 500 Design Firms. With $602 million in reserves and more than 4,000 employees.

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Jay Benson, Lexington, Mass., started a new job in July: vice president of manufacturing and Lexington (Mass.) site head, Shire Pharmaceuticals, Biologics Operating Unit. Laurie Peterson, Calif., the founder of Blue and Sage, secured a patent for her company’s magnetic building sets that inspire storytelling and promote STEM skills for girls.

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2016 EMBA Reunion April 27–29, 2018

Mark Otellini, San Francisco, CA, reports, “I’ve been the director of academies of the Evening & Weekend MBA Program at Haas since January 23, 2016, two days after walking across the stage to snag my MBA degree from Dean Lopo. It’s great to be able to apply what I learned at Haas by working at Haas!”

Matt MacLaurin, EMBA 16

2004 Doug Whaley chaired the committee that in 2003 proposed the concept and design of the GST, a comprehensive indirect tax system levied on goods and services. Prime Minister Narendra Modi, when launching the GST from the historic Central Hall of India’s Parliament, underlined that for the first time the proposed GST will finally unify India into a “one nation, one tax” fiscal system. Modi hailed the GST as the most important fiscal reform since India’s independence. Keokar has been working for over a decade toward the adoption of the GST—the anticipated further acceleration of growth and employment in India—while serving in various policy roles. In 2011, the former president of India awarded Keokar the Padma Shri, India’s highest civilian honor, for his distinguished and exceptional services to the nation.

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Robert Nicol, BS 49, writes, “Egged on by my recent Berkeley-MBA degree, I applied to the Master of Financial Analysis program at Swiss Re, the global reinsurance leader, which has been working for over a decade toward the adoption of the Goods and Services Tax (GST), Keokar chaired the committee that in 2003 proposed the concept and design of the GST, a comprehensive indirect tax system levied on goods and services. Prime Minister Narendra Modi, when launching the GST from the historic Central Hall of India’s Parliament, underlined that for the first time the proposed GST will finally unify India into a “one nation, one tax” fiscal system. Modi hailed the GST as the most important fiscal reform since India’s independence. Keokar has been working for over a decade toward the adoption of the GST—the anticipated further acceleration of growth and employment in India—while serving in various policy roles. In 2011, the former president of India awarded Keokar the Padma Shri, India’s highest civilian honor, for his distinguished and exceptional services to the nation.

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An intrepid adventurer tackles her greatest fear: financial instability

I started my mountaineering “career” in 2003, soon after business school. As a small woman, a little round at the edges, it was incredibly transformative to push my body to its limits in inhospitable environments and succeed! I carried backpacks over 60 pounds, pushed up to altitudes nearing 7,000 meters, and endured sub-arctic weather—and I freaking loved it.

These experiences that I sought taught me to look at risk very differently back in my cozy corporate life. There was no threat of avalanche, potentially fatal altitude sickness, crevasses, or rock fall. Though fear of public speaking or rejection is perceived as real risk, I was more focused on avoiding risk but have return. I was more focused on avoiding risk but have now come full circle. I believe wholeheartedly that we need to celebrate our failures as equally as our successes, instead of sweeping them under the rug.

When it comes to our own careers, we plan, we strategize, we methodically acquire skills, and we march up the corporate ladder. I learned that when I stepped out on a nonlinear path, it might be difficult to return. I was more focused on avoiding risk but have now come full circles. I believe wholeheartedly that we need to celebrate our failures as equally as our successes, instead of sweeping them under the rug.

How might you be holding yourself back due to your own fear of failure? I invite you to join me on the path of continuing to challenge our fears...and the status quo!

Emilie Cortes, MBA 02, is returning to finance after a five-year foray into entrepreneurship—first acquiring Call of the Wild Adventures, a women’s-only international adventure travel company, then serving as general manager of Duma Explorer and Chaka Camps in Tanzania. She continued to serve as treasurer of the Compton Foundation during that time to stay connected with impact investing and has returned to the field as CFO of Toniic in San Francisco. She continues to pursue lofty mountaineering objectives and to share the transformative power of the mountains with others.