World Business Forum
New York, NY

November 2 - 3, 2022

https://www.youtube.com/watch?v=3dtzWaYd2bQ
Texas Tech University System 2022 WBF Team

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  - Angelo State University
- Billy Breedlove
  - Texas Tech University System
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  - Texas Tech University Health Sciences Center
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- Guy Loneragan
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- Kim Turner
  - Texas Tech University System
- Jason Weber
  - Texas Tech University System
- Guy Loneragan
  - Texas Tech University School of Veterinary Medicine
- Victor Mellinger
  - Texas Tech University System
## Agenda

### Wednesday, Nov 2

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Day One November 2, 2022

01 Pat Lencioni
   High Performance Teams

02 Paul Romer
   Growth

03 Laura Huang
   Diversity & Inclusion

04 Lloyd Blankfein
   Strategy

05 Magnus Scheving
   Creativity
Jacob K. Javits Convention Center
New York, NY
High Performance Teams
Pioneering Expert on Leadership and Organizational Performance

Patrick Lencioni is founder and president of The Table Group, a firm dedicated to providing organizations with ideas, products and services that improve teamwork, clarity and employee engagement. Lencioni’s passion for organizations and the people who work in them is reflected in his writing, executive consulting. He is the author of thirteen best-selling books with over eight million copies sold. After more than twenty years in print, his classic book, *The Five Dysfunctions of a Team*, remains a fixture on national best-seller lists. His most recent book, *The Six Types of Working Genius: A Better Way to Understand Your Gifts, Your Frustrations and Your Team*, was released in September 2022. He is also the host of a popular business podcast, At The Table with Patrick Lencioni.

**LEADING HEALTHY TEAMS AND ORGANIZATIONS**

- Understanding organizational health: The disciplines an organization must live out to become healthy
- Identifying the ideal team player: Three indispensable virtues that make some people better team players than others
- Reaching individual and combined potential by tapping into geniuses at the office and in our meetings
“Teamwork is not a virtue. It’s a strategic choice we have to make.”
“The key to being successful and fulfilled at work is to tap into your gifts. That can't happen if you don't know what those geniuses are. Leaders must reorganize teams to leverage each person’s working genius and reduce times spent in areas of frustration.”
The Six Types of Working Genius

The Genius of Wonder
The natural gift of pondering the possibility of greater potential and opportunity in a given situation.

The Genius of Invention
The natural gift of creating original and novel ideas and solutions.

The Genius of Discernment
The natural gift of intuitively and instinctively evaluating ideas and situations.

The Genius of Galvanizing
The natural gift of rallying, inspiring and organizing others to take action.

The Genius of Enablement
The natural gift of providing encouragement and assistance for an idea or project.

The Genius of Tenacity
The natural gift of pushing projects or tasks to completion to achieve results.

What is Your Genius?

Your Genius and Your Team

Key Points

- Conflict is required for a team to be successful. Healthy arguing in team meetings is the pursuit of truth. It’s healthy because people need to weigh in before they buy. After discussion, if there is no natural consensus, a leader must make the decision after everyone feels heard.

- Team members need to be vulnerable and open. Taking one person off the team who cannot be vulnerable changes everything. It starts with the leader.

- Unhappy staff and low trust can destroy teams. One sign of good leadership is happy staff. Happy workers are 13% more productive, according to a recent Oxford University study. They make better leaders and they clock up fewer mistakes (Kininmonth, 2021).

- Up to 80% of adults see work as something to be endured, not enjoyed.

- Each of us has 2 working geniuses, 2 working competencies, and 2 working frustrations. We are more content in our areas of working genius. These are the tasks that bring joy and energy.

- We must reorganize teams to leverage one another’s working geniuses and reduce times spent in areas of frustration.

02
Paul Romer
Growth
Nobel Laureate Economist and Former Chief Economist of the World Bank

Paul Romer, economist and policy entrepreneur, recipient of the 2018 Nobel Prize in Economics Sciences and University Professor in Economics at NYU. He has spent his career at the intersection of economics, innovation, technology, and urbanization, working to speed up human progress. Pioneer of the endogenous growth theory, Romer is a self-proclaimed policy entrepreneur who advises business and government leaders in sectors across the world on ways to leverage technology and innovation to drive long-term growth. He previously served as the Chief Economist at the World Bank where he worked to advance the multilateral institution’s critical research.

HOW LEADERS CAN FUEL GROWTH IN A WORLD WITH FINITE RESOURCES

- Analyzing the current state of the global economy
- How the United States and the rest of world can select a path of economic growth long into the future
- The role of leaders and educators as guardians and defenders of innovation and experimentation
- Developing the willingness to boldly implement ideas that may be outside our comfort zones
"The reality is that we live in a world that's uncertain, and that will continue. Uncertainty creates some risks, but it creates opportunity as well."

@paulmromer
#wbfnyc
Key Points

- We need good people in leadership who make decisions, stand by them, and take responsibility for consequences—like Gen. Dwight D. Eisenhower.

- Back in September 1943, Eisenhower told British Admiral Louis Mountbatten that a leader must be “self-effacing, quick to give credit, ready to meet the other fellow more than half-way, must seek to absorb advice … When the time comes that he feels he must make a decision, he must make it in a clean-cut fashion and on his own responsibility and take full blame for anything that goes wrong whether or not it results from his mistake.” It was a character and leadership code that Eisenhower exhibited throughout his career. (Bill of Rights Institute, 2022).

Click here for more on Eisenhower.

Key Points

- There is always potential for innovating a way around a problem.
- Just because it is an innovation does not mean it is good for society or an organization.
- There are four types of innovation: Socially Beneficial & Profitable, Socially Beneficial & Unprofitable, Socially Harmful & Profitable, and Socially Harmful & Unprofitable.

Click here for Dr. Kuo’s notes.
Day 1 Lunch with Paul Romer
03
Laura Huang
Diversity & Inclusion
https://www.wobi.com/wbf-nyc/
Harvard Business School Professor and Author of *Edge*

Laura Huang, a professor at Harvard Business School, has spent her academic career studying interpersonal relationships and implicit bias in entrepreneurship and in the workplace. Her groundbreaking research has been featured in the Financial Times, The Wall Street Journal, USA Today, Forbes, and Nature. Through her research, she advocates for inclusive workplaces that inoculate against unconscious bias, and empowers individuals to take control of how they are perceived to find their edge.

**CREATING AN EDGE MAKING YOUR HARD WORK HARDER FOR YOU**

- Understanding what our implicit biases are and how to overcome them
- Keys to empowering ourselves to create personal success
- Improving how we shape our strengths, flaws, and others’ perceptions of us
- The real role of gut instinct in decision making in organizations
“We’re taught from a young age that success is about hard work. However, it’s often about signals, perceptions, and stereotypes.”

LAURA HUANG
Key Points

- Most diversity and equity efforts are not working.
- Hiring practices for equity, such as obtaining a more diverse candidate pool are steps in the right direction, but research shows this leaves individuals in organizations more frustrated.
- "Promotion-Oriented questions are about the opportunity. How big you can take something the vision behind something. Whereas Prevention-Oriented Questions are those around the risks, the barriers, the drawbacks, the constraints behind something." @ProfLauraHuang @wbfnyc
- Women are more likely to get asked Prevention-Oriented questions and respond in the same way.
- Investors will hire Promotion-Oriented people.
- When in an interview and are asked a Prevention-Oriented question, flip it and respond with a Promotion-Oriented answer.
- If you have an employee who is mostly Prevention-Oriented, ask, “Where do you think this could go in 3-5 years?” to redirect thinking.
- If you have an employee who is mostly Promotion-Oriented, ask, “What are the first 2-3 things you’ll do to make this happen?”
“Gain an edge by showing the angle of the diamond that is going to shine the brightest.”

Click here for more about the EDGE.
04

Lloyd Blankfein

Strategy
Chairman & CEO The Goldman Sachs Group, Inc. (2006-2018)

Lloyd Blankfein is an iconic global business leader and philanthropist, a highly distinguished authority on global markets, finance and leadership. As Chairman and CEO of The Goldman Sachs Group from 2006 to September 2018, Blankfein led one of the largest and most respected investment banks in the world through the challenges of the financial crisis before repositioning the firm for success in the post-crisis world. He continues to serve as a member of the Goldman Sachs Management Committee and Board of Directors. Blankfein was twice named one of the most influential people in the world by Time magazine and won the Financial Times Person of the Year award in 2009.

THE STRATEGIC CHALLENGES OF BUSINESS TRANSFORMATION

- Leading business transformation in a disruptive, fast-changing and highly competitive environment
- Insights into risk and decision making under great uncertainty: Knowing when to move forward and when to draw back
- Facing the leadership and organizational challenges presented by moments of change and crisis: Lessons from the Great Recession
- Analysing the current state of the global economy after the disruptions caused by the coronavirus pandemic
"If you scenario plan well, when one of those scenarios occur, you'll get off the mark so quickly after that gun goes off, people will think that you've anticipated the start ... And that's the best you can do." @lloydblankfein
Key Points

- Contingency planning means thinking about anything that can happen so you make your company secure.
- When you’re going through a crisis, your reputation is going to be defined by how you handle it. So, leaders, in a crisis situation, stay calm and stay connected to what’s going on. Communicate, and try to inspire and avoid panic. The most important thing is to not have everyone standing in front of a tv or monitor worrying. Keep some normalcy and make life easy for your team and for those above you. Be available. “If they called me before I called them, I considered it a failure.” You should live by that even in times that are not turbulent.
- Other people’s problems are your opportunity to be innovative.
- Technology is endemic, pervasive, and permanent, so to be competitive, embed technology into your business.

Click [here](#) for Mr. Sosland’s notes.
05

Magnus Scheving

Creativity
Entrepreneur and Creator of Successful Children's TV Show LazyTown

Creator, director and protagonist of the successful children’s television series LazyTown, Magnus Scheving has taken advantage of his infectious creativity and entrepreneurial spirit to promote the nutrition and health of children into a global brand. Broadcasted in more than 170 countries and reaching over 500 million homes, LazyTown has won various awards including a BAFTA, renowned U-Telly Awards, and has received two Emmy award nominations. The company is responsible for producing books, videos, games, and sporting goods with the mission to promote fitness lifestyle to children. The TV series remains Scheving’s core asset as it continues to be broadcast worldwide.

**LAZYTOWN: THE JOURNEY FROM PERSONAL MISSION TO GLOBAL BRAND**

- The philosophies and beliefs that underpin the most successful leaders
- Keys to staying creative: How to embrace risk and move out of your comfort zone
- The role of the leader in developing a recognizable and lasting style for your brand
- Redefining profit: Building a company ethic that focuses on more than finance
- Cultivating the positive attitudes that will allow your organization to flourish
"There are two types of leaders: people who manage industries and people who change industries."

MAGNUS SCHEVING

YOU ARE LAZY
WHEN YOU DON'T CARE
Key Points

- The “power of being lazy” means that one team member can destroy a company.
- Inspiration for inner drive is different for each person on a team. Therefore, you cannot use the same technique to motivate and coach for everyone on your team.
- Change the culture of your organization so that the team works together like a soccer team. Members have to know what they are doing and care about the game.
- Our job is to pick each other up. If we notice a mistake, we should help each other fix it.

Click here for more from Magnus Scheving.
Day Two November 3, 2022

01 Dave Ulrich
   Talent Management

02 Carly Fiorina
   Leadership

03 Aamir Malik
   Innovation

04 Charlene Li
   Business Transformation

05 Chris Gardner
   Self - Management
Dave Ulrich

Talent Management
World’s Leading Authority on Talent Management

Dave Ulrich is the world’s leading authority on talent and human resources and a professor at the Ross School of Business, University of Michigan. He has authored/co-authored over 30 books and that have shaped thinking on leadership, talent and human resources, including The Why of Work, The Leadership Code, HR Transformation and Victory Through Organization. He was recognized with the Lifetime Achievement Award from HR Magazine for being the “father of modern human resources.”

MOVING BEYOND THE WAR FOR TALENT

- The societal forces that make HR more relevant than ever
- Why your organization’s success lies, not in the talent you have, but what you do with the talent once you have it
- Leveraging talent throughout your organization to create a whole that is greater than the sum of its parts
- How to build capabilities, strengthen systems, and empower human capital—for longer lasting success
“Culture is the idea of your organization in the mind of your customers that is lived by your employees.”

— DAVE ULRICH

“It’s not what you DO as a leader. It’s what you do to help others get better. Leadership is about the value you give to others.”

— DAVE ULRICH
Click here for Dave Ulrich’s presentation slides.

DAVE ULRICH

Click here for more on harnessing human capability to create value.
DAVE ULRICH

Key Points

- Work is not a place. It is about shared values.
- Our people are our most important asset. Why do you stop going to a business? Because of a bad experience with an employee. Your attitude about that place is not about the executives. It is about the employees, so TALENT MATTERS.
- Organization is a culture. Think about your brand as the reputation in the mind of your best customers. Culture is not the roots of a tree, but the leaves. What do you want to be known for?
- As a leader, does an employee leave an interaction with me feeling better or worse about themselves?

Success takes TALENT + ORGANIZATION + LEADERSHIP
Carly Fiorina

Leadership
First Woman to Lead a Fortune 50 Company

A passionate, articulate advocate for problem-solving, innovation, and effective leadership, Carly Fiorina was the first woman ever to lead a Fortune 50 company when she was recruited to lead Hewlett Packard in 1999. Under her leadership, revenue grew, innovation tripled, growth quadrupled, and HP became the largest company in the U.S. Her breadth of experience spans from marketing to manufacturing; from strategic planning; from HR to R&D; from finance to engineering to supply chain and logistics; teams and organizations in the private, public and social sectors. Today she is the founder and Chair of Carly Fiorina Enterprises and Unlocking Potential, a non-profit organization that invests in human potential by supporting local leaders who are solving problems in communities and places of work.

LEADING ORGANIZATIONAL TRANSFORMATION

- How to increase the problem-solving and leadership capacity of organizations
- What it takes to help others reach their highest leadership potential
- A blueprint for navigating uncertainty, managing change, and building a high-performance culture
- What it takes to drive transformational change
Key Points

- Great leaders surround themselves with people who are different from them because “group think” is not good for a business. The status quo is powerful, and in an organization, people tend to be a lot like termites. They will go to work and do their jobs without thinking about how to make it better and how to solve the problems they face in their daily tasks.
- Leaders change the way things are and solve the problems in front of them for the better, and there are leaders in any position. Leadership has nothing to do with a title or position. We need to inspire every member of the organization to have the mindset that where we are is not good enough. Where we want to go is better.
- A great leader needs character, has to be a great collaborator, is confident, and has humility and empathy (this is the ability to know that someone else has a point of view that I need for change).
- To improve, leaders must ask people at all levels of the organization where the problems are because the people closest to the problem understand it best. This is where leaders are empowered at every level of the organization.
- 4 Steps for Problem-Solving: Assess, Ask, Analyze, Act.
The Leadership Framework is a tool created by Carly Fiorina that is useful for trying to solve difficult, complex problems. It helps us to be clear-eyed about everything we have to manage, think about, execute on, and ask our team members about.

It is important to measure what matters. If it’s important, figure out a way to measure it.

Create a culture in the organization that shifts from “need to know” to “need to share.”

Click here for more about the Leadership Framework and to follow Carly Fiorina’s Leadership Matters in LinkedIn.
03

Aamir Malik

Innovation
Executive Vice President and Chief Business Innovation Officer, Pfizer

Aamir Malik

is Chief Business Innovation Officer, Executive Vice President at Pfizer, one of the world’s most innovative companies whose relentless pursuit of breakthroughs led to the U.S. Food and Drug Administration approval of the first COVID-19 vaccine. At Pfizer, Aamir is responsible for the company’s strategy, business development, and formation of new business ventures, as well as the advancement of innovative access partnerships with payers and governments around the world.

Prior to joining Pfizer, Aamir was the Managing Partner of McKinsey & Company’s United States operations and previously led the firm’s Global Pharmaceutical and Medical Products Practice. In his 25 years at McKinsey, he developed innovative growth strategies, guided mergers and acquisitions and implemented high-impact programs to improve patients’ lives and transform performance for life science companies.

DRIVING BREAKTHROUGH INNOVATION

- The importance of building a culture of innovation
- How an innovative business strategy enables ESG
- How becoming a partner of choice fuels innovation and growth
- How biotech is changing the innovation landscape for pharma and beyond
"We may not always get lucky, but we will always be prepared. And we will create an environment that maximizes the chances of our success."
Key Points

- Luck never comes to those who are unprepared.
- Build critical capabilities through an innovation culture.
- Parallel Processing: Examine multiple options simultaneously.
- A belief in doing good inspires innovation.
- To be an innovation, it must be a world-class collaboration because there is power in partnership.
- Innovation is the oxygen for growth.
- A vibrant culture is the ambition of doing good and collaborating.

Click here for more from Aamir Malik.
Charlene Li

Business Transformation
Leading Expert on Digital Transformation and Disruptive Growth Strategies

For the past two decades, Charlene Li has been helping people see the future. She’s the author of five books, including the New York Times bestseller, *Open Leadership*, and the critically acclaimed book, *Groundswell*. Her latest book, *The Disruption Mindset*, was published in 2019. She was also the founder of Altimeter Group, an analyst firm that was acquired in 2015 by Prophet.

Named by Fast Company as one of the most creative people in business, Li is an expert on digital transformation and disruptive growth strategies. Her deep knowledge of leadership, strategy, media and marketing gives her unique insight into the changing business landscape.

**THE DISRUPTION MINDSET – TRANSFORMING AND REINVENTING YOUR BUSINESS**

- Overcome Fear and Self-Doubt. How to develop the confidence and courage to take the first step toward transformation
- Revealing the top ways to drive disruptive growth
- Planning for Disruption. Reform your strategic planning process to be continuous.
- Focus on the Future Customer. Why this skill is at the heart of disruptive organizations and how it keeps them focused on the future.
"Leadership is a relationship between those who aspire to create change and people inspired to follow them."

CHARLENE LI

Pursue excellence, not perfection
There are three types of transformation: Digital, Culture, & Sustainability, but in every case it’s about people.

How do we lead through transformation? 1) Align our strategies with future customers. 2) Create movements. 3) Nurture a flux culture.

Leaders need to work with teams to answer these important questions: Who is your future customer? Articulate that across the entire organization. What is the best strategy to meet their needs? How are you personally contributing to the strategy’s success?

Transformation requires creating movements. This means having openness, transparency, and accountability.

Create a culture where no news is bad news, bad news is good news, and good news is no news. We expect things to work well, but when a team feels empowered to address things that are not working well, the organization can continue to transform and improve.
Move from needing
to have all the answers
to asking great questions
05

Chris Gardner

Self-Management

Entrepreneur, Philanthropist and Author of the Critically Acclaimed The Pursuit of Happyness

Chris Gardner is an entrepreneur, author, philanthropist, and single parent whose work has been recognized by many esteemed organizations around the world. He is the author of two bestselling books, The Pursuit of Happyness and Start Where You Are: Life Lessons in Getting from Where You Are to Where You Want to Be. Gardner was an executive producer on the iconic and critically acclaimed film adaptation of The Pursuit of Happyness starring Will Smith. Through his positivity, courage, tenacity, discipline and common sense, Gardner’s story is one of overcoming setbacks and hardship to become a top earner on Wall Street before founding his own brokerage.

TRANSFORMING THE IMPOSSIBLE INTO THE POSSIBLE

- From living on the street to working on Wall Street: On surmounting obstacles and beating the odds
- Transforming the impossible into the possible: What self-empowerment means and how to achieve it
- The keys to breaking cycles and opening up new opportunities
- Philosophies on navigating tumultuous times and creating a fulfilling, successful life
"Who’s the best in the business? If they don’t say your name, you’ve got work to do."

CHRIS GARDNER
Key Points

- The decisions we make have generational impact so we have a generational responsibility to instill integrity, resilience, and determination into our children.
- The greatest gift you can give is permission to dream because an idea is a dream with legs. It’s not about having anything. It’s about becoming anything. Instill the dream that “I’m going to be world class at whatever I do.”
- A hard pivot is something you wouldn’t have chosen, but you had to make it work and you have to see it through. That’s what leaders do during times that are difficult. A great example of a leader who persevered during difficult times is Martin Luther King, Jr.
- The night before he was assassinated, MLK Jr. spoke to sanitation workers who were on strike and told them to see it through.

Click here for MLK Jr.’s last speech.
Click here for more on the events regarding MLK Jr.’s speech.
In life, only have a Plan A. Do not have a Plan B or you are already anticipating that Plan A will not work.

When creating for Plan A, use the “C5 Complex.” You need to be clear, concise, compelling, committed, and consistent to achieve any sort of success. 
@CEOofHappiness

Always focus on the evens and not the odds. Become better and achieve your goals even if, even though, even you, even me.
Thank you!

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