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# Strategic Leadership Newsletter: Volume 4, Number 1

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# Jefferson Strategic Leadership Newsletter

Volume 4 Number 1  
March 5, 2018



**Ana Maria Reyes** is a CEO & President of New Worlds Enterprise Inc. She is an executive advisor, consultant, and educator specializing in strategic global leadership development, culturally complex collaboration, virtual organization development, and applied ethnographic assessment.

Ana has taught in the University of Pennsylvania Organizational Dynamics program where she established the [Virtual Collaboration Design Laboratory](#). She has had appointments as a coach, lecturer, and staff in the Wharton School of Business where she designed the first online virtual teaming program prototype, and created and served as learning director and faculty for the CITI-Wharton-Asia Bank Services Program.

Ana earned a BS in Biology and Psychology from Boston College; M.A. and PhD in Clinical and Community Psychology from University of Maryland; and was a Post-Doctoral Research Fellow in the Center for Workplace Studies at University of Pennsylvania. Ana teaches **DSL 709: Leading in the Digital Transformation Age**.



Rosa

**Rosa Colon-Kolacko** is a multi-cultural and trilingual Human Resources and Technology executive with expertise as Chief Learning, Chief Diversity, and Strategy Leader. She is Senior Vice President and Chief People Officer for the NYC

**Jefferson Strategic Leadership Newsletter** reports information relevant to the Jefferson (Philadelphia University + Thomas Jefferson University) **Doctor of Management Program in Strategic Leadership (DSL)** and its community including personal and professional events and accomplishments, new practices, research, opportunities, and suggestions. You are encouraged to forward the Newsletter to friends and colleagues to expand awareness and to brand yourself as a community member. You are also invited to recommend people or organizations to be added to the mailing list. Contact **Jefferson Strategic Leadership Newsletter** by emailing [starrl@philau.edu](mailto:starrl@philau.edu).

## Jefferson DSL Welcomes New Faculty

DSL is pleased to welcome three new faculty members. Joining in fall 2017 was **Ana Reyes**; in spring 2018 is **Rosa Colon-Kolacko**; and in summer will be **Jean-Marc Choukroun**.



Ana

Health + Hospitals health care system, the largest municipal healthcare organization in the United States. Previously, she was Senior VP and Chief Diversity Officer for the Christiana Care Learning Institute.

Rosa earned an MBA from Brunel University, UK; Postgraduate Diploma in Marketing from the Chartered Institute of Marketing, UK; PhD in Organization Development and Change from Benedictine University; Professional in Human Resources Certificate from Villanova University; Managing Healthcare Delivery Certificate from the Harvard Executive Program; Certificate in Diversity Management from Georgetown University/Institute of Diversity in Health Management; and the Senior Leadership Certificate from the American College of Healthcare Executives. Rosa teaches **DSL 708: Strategic Organization Development and Change**.



Jean-Marc

Born in Algeria and growing up in Paris before moving to Philadelphia, **Jean-Marc Choukroun** is Managing Director of Park/Mathieson Group Inc. He assists clients in strategy, business planning and organizational change, and leads seminars for executives and managers in the United States and abroad.

He has taught in the University of Pennsylvania Organizational Dynamics Graduate Program and in the Wharton School Executive Education Division; LeBow College of Business programs at Drexel University; and Healthcare MBA Program at the University of St. Thomas in Minneapolis. He had

previously served as a full-time member of the Wharton School faculty, including a term as Social Systems Sciences Department Co-Chair.

Jean-Marc is a graduate engineer from École Polytechnique in Paris. He continued his education at the University of Pennsylvania where he earned M.A., Master in City Planning (MCP), and Ph.D. degrees. He teaches **DSL 713: Patterns of Strategy**.



## Jefferson DSL Welcomes New Staff



Tamika

We are very pleased to welcome [Tamika Landers](#), **part-time** administrative assistant for the DSL Program. Tamika is familiar with Jefferson because she is also Administrative Assistant to **Dr. Shelley Osagie**, Assistant Dean of the Jefferson College of Health Professionals. Prior to this position, Tamika was Administrative Coordinator to the Program Director at Gaudenzia, Inc. which operates over 130 drug and alcohol treatment programs in Pennsylvania, Maryland and Delaware.



## The Illusion of Multi-Tasking?

DSL students and faculty are no doubt aware that colleagues may be participating in class discussions and searching for relevant information to augment the conversations and reading email on mobile devices. Some may believe such *multi-tasking* is detrimental to performance.

New research from Wharton marketing professor [Rom Schrift](#) and doctoral student Shalena Srna shows that *multitasking is a mere illusion* because it is impossible to execute more than one task at a time. As well, the *perception of multitasking* seems to be beneficial to performance.

Their paper, "[The Illusion of Multitasking and Its Positive Effect on Performance](#)," noted that although previous literature found that engaging in multiple tasks may diminish performance, "we find that, holding the activity constant, the mere perception of multitasking actually increases engagement with the task and improves performance. Thus, regardless of whether people engage in a single or in multiple tasks, making individuals *perceive this activity as multitasking is beneficial to performance.*" The implications? Many jobs require people to engage in multiple tasks concurrently. The extent to which people feel like they are multitasking may help them attend more to the activity at hand.

Hmmmm.



## Student Course Registration Policy Update

In the past, the DSL program office assumed responsibility for course registration for all DSL students. However, **effective summer 2018**, a new policy will take effect as described by **Jan A. Mellon, East Falls Campus Registrar**:

"Attention Faculty: All students are responsible for officially registering for classes—both for-credit and auditing classes. Your class roster may change for the first two weeks of classes during which students may add or drop classes. By the third week, a student is not registered if not on your class roster."



## DSL US Veteran Honors



Teresa, John and Paula

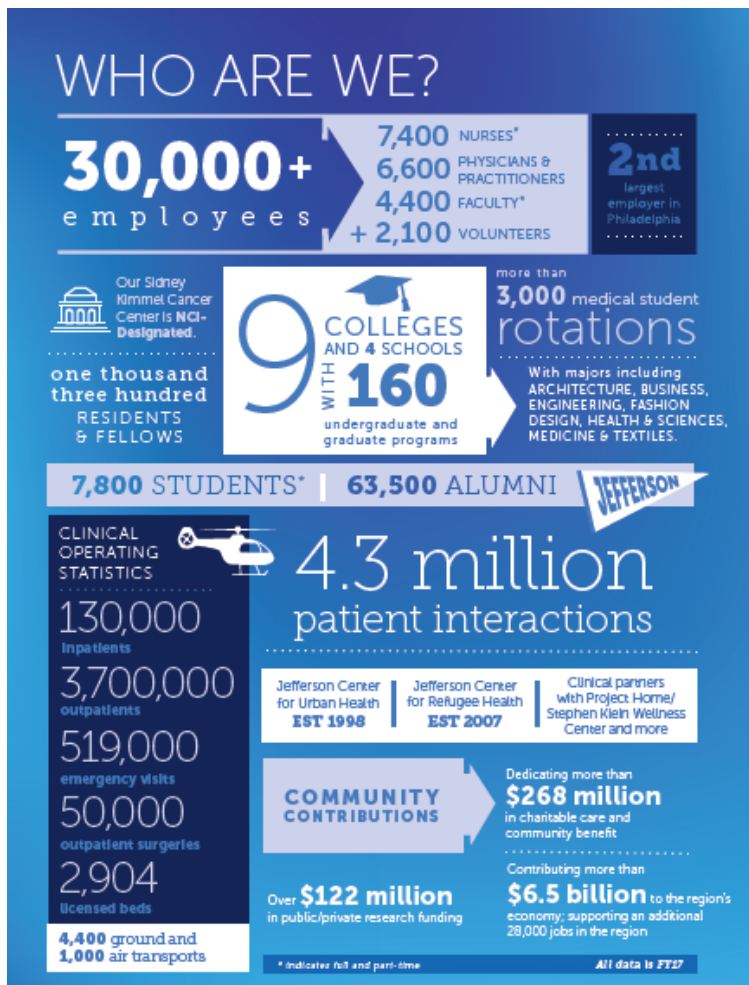
The [Union of League of Philadelphia](#) founded in 1862 as a patriotic society to support the Union and the policies of President Abraham Lincoln, is hosting its third Cohort of **Veteran Fellows**. This program identifies high-achieving post-911 veterans who have or will transition into the civilian workforce. Veterans are matched with



high-achieving mentors who offer coaching and their expertise. The six-month program is conducted January - June each year.

Three Jefferson DSL students are among this community. [John Ervin](#) and [Paula Smith-Benson](#) are incoming fellows, and [Teresa Wolfgang](#) was asked to serve on a veteran panel to discuss aspects of the program with the incoming cohort. [Here is a report](#) of the fellowship program.

## Jefferson Data Visualization



# Jefferson's Updated Vision and Mission Statements

## Vision

We are reimagining health, education and discovery to create unparalleled value.

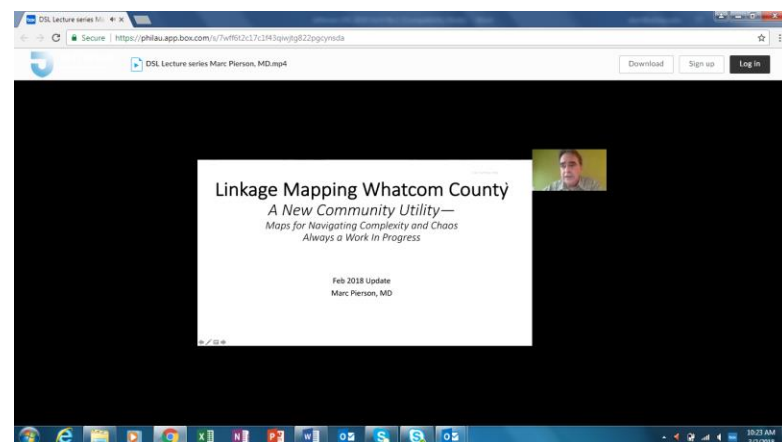
## Mission

We improve lives and provide students with exceptional value in 21st century professional education.



## DSL Speaker Series and Digital Resource Library

We are pleased to report that DSL has established a speaker series and a process to present digital recordings of lectures to our extended community.



Our first invited speaker on Friday February 9 was [Dr. Marc Pierson](#), Senior Adviser, Cambridge Management Group who presented his work on [Navigating Complexity: Adding New Systems Thinking Tools and Methods](#) to students in *DSL 701 Systems and Design Thinking*.

A list of upcoming speakers will be posted shortly.



## 2018 Engaged Management Scholarship Conference

Join the Executive Doctorate in Business Administration Council for the 7th annual Engaged Management Scholarship (EMS) Conference, hosted by Temple University's Fox School of Business.

September 6-9, 2018  
Philadelphia, PA

You are invited to participate in this premier international conference for doctoral students, alumni, faculty and managers involved in engaged management research and evidence-based management around the world.

[Register for EMS 2018](#)

Participants are invited to submit proposals for papers, posters, and panels and workshops for consideration in the conference proceedings. Visit the [EMS 2018 webpage](#) to learn more about guidelines, instructions, and deadlines for proposals.

[Submit a Proposal](#)

EMS is an opportunity for doctoral students and recent graduates to share and develop their research ideas.

[Learn about Consortia](#)

The Doctoral Consortium and Alumni Consortium will take place simultaneously on Thursday, September 6, 2018. Interested candidates must be able to attend all consortium activities as well as the 2018 EMS Conference.

June 1, 2018: Submission deadline for papers, posters, panels, and alumni consortium

June 15, 2018: Submission deadline for doctoral consortium

For questions, please contact [ems2018@temple.edu](mailto:ems2018@temple.edu).



## DSL Inter-Curricular Education

During the spring semester, DSL is helping the [Jefferson Center for Inter-professional Practice and Education \(JCIPE\)](#) to develop a new strategic plan and to create a new and innovative business model. As noted on their website, “established in 2007, JCIPE is dedicated to improving inter-professional care through implementing and evaluating patient-centered education throughout the Thomas Jefferson University curriculum.”



To support applied scholarship for this project, we have brought together faculty and students from **DSL 712 Strategic Interactive Planning**, **DSL 707 Theory of Constraints** and **DSL 708 Strategic Organization Development and Change**. Working in teams, and sharing often differing course premises, frameworks, methods and tools allows students to learn the theories and models of each class, and appreciate their interrelationship by applying them in this complex project.



## Global product design hackathon at Design Factory Melbourne: Rat Relay March 21-23, 2018

This is a [registration form](#) to Rat Relay, a global product design hackathon organized in the [Design Factory Global Network](#). In just 36 hours we will be solving globally nine real life challenges following a user-centered design process! You will get to work in real-time with teams in other countries, apply design methods, build on others work, be creative, build and test your ideas. Your challenge is to make the most out of your six-hour

slot before you hand the project over to another team in another Design Factory around the globe! Teams at DFM work for three days in two 6-hour slots, in the morning and evening, altogether for 36 hours. The positions are limited, so act fast to save a spot in this unique global challenge!

Rat Relay simulates a real-world situation in industrial product development where very often one individual person or team is only working on a project for a limited time and not from beginning to the end. In Rat Relay projects are rotated around the world in slots and the projects are provided by sponsoring companies, startups or NGOs.

The participating Design Factories in the Global Network are:

- 1) ADF - Aalto Design Factory, Finland
- 2) PDF - Porto Design Factory, Portugal
- 3) FDF - Frisian Design Factory, Netherlands
- 4) GDF - Ghent Design Factory, Belgium
- 5) WDF - Warsaw Design Factory, Poland
- 6) DFM - Design Factory Melbourne, Australia
- 7) DFJ - Design Factory Javeriana, Colombia
- 8) CDF - Cali Design Factory, Colombia
- 9) NYCD - New York City Design Factory, USA

Sign up to this unique learning experience! In this form we ask you to confirm your registration and share some background information about yourself.

## DSL Professional and Academic Activity

### Dissertation Defense Notice

Doctoral Candidate: [Adena Johnston](#)

Dissertation Committee: John Pourdehnad (Adviser), Larry M. Starr, Tom Guggino, and Robert Croner (External Reader)

Program: Strategic Leadership

Dissertation Title: Re-envisioning Talent Management for the 4<sup>th</sup> Industrial

## Revolution: A Systems and Design Thinking Intervention

**Date & Time:** Tuesday March 27, 3:30 pm

**Location:** Kanbar Student Center Room 306



Adena and John

Double congratulations to DSL student [Joy Azikiwe](#) for her professional accomplishments.



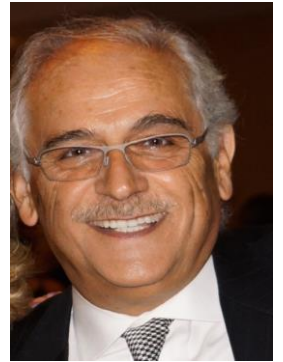
Joy

From a group of 17 nominations, Joy will be receiving the *University of Pennsylvania Models of Excellence Honorable Mention Award* on April 4th. This award is based on building a comprehensive and collaborative Information Security Program that is now a national model, making Penn dramatically stronger and safer while protecting its values of trust, privacy and openness.

Joy has also accepted the position of *Associate Director of Staff and Labor Relations and Human Resources Strategic Initiatives* at Penn. In her new role, she will continue to lead negotiations and partner with schools and centers on myriad of Human Resources issues and programs, and she will work directly with the Vice President of Human Resources on special projects and key strategic initiatives for the Division.



## Opinion Editorial



Larry and John

**Larry M. Starr and John Pourdehnad** had an *Op Ed* published in the December 27, 2017 *Philadelphia Inquirer* entitled [What to do if you suffer from Obsessive-Compulsive Trump Disorder | Commentary](#). Make up your own mind.





***DSL and School of Business Professor Les Sztandera*** described the January 18, 2018 Future of Work Roxboro House Roundtable sponsored by Chancellor Steve Spinelli on Artificial Intelligence and the Future of Work. An audio file of the event is [available here](#).



Les

Les noted, “I was impressed with the School of Business Administration (SBA) students’ eloquent and business infused discussions - what a great Roundtable with great student participation at both freshman Finance majors and iMBA levels, as well as SBA faculty (Ryan Cruz)!”

Joining Les was Professor Evan Laine, a lawyer and an organizer of the Senator Arlen Specter Center roundtables. Les, added: “The debate about Artificial Intelligence oscillated between utopian and dystopian visions, between the hope of a better, technologically advanced world and the fear of dis-empowerment. In this context, we are once again confronted with the question of the designer’s (yes designer’s) responsibility. Design has a central role to play in this process, for it is designers who shape the interfaces between humans and machines - that’s why we have School of Business Administration and School of Design and Engineering in the Kanbar College of Design, Engineering, and Commerce at Jefferson where it all comes together and where we prepare students for the jobs of the future.”

***Congratulations to DSL student Travis Douglas*** who won the inaugural [Arlen Specter Research Fellowship](#) from the Jefferson Arlen Specter Center for hosting the March 1 Roundtable.

The topic for this event was “How do We Create Safe Campuses? The Role of Clery Act Timely Warnings & Emergency Notifications.”

About the event Travis noted,

“It was an honor to be selected as one of the first Research Fellows through the Arlen Specter Center for Public Policy. For my research, I hope to gather data to better understand the effectiveness of the timely warning and emergency notification provisions of the [Clery Act](#) which are intended to help keep campus communities informed about the risks of crimes and other dangers, but they can have unintended and harmful consequences including re-traumatizing sexual violence survivors and exposing victims who report crime to potential harassment and retaliation.



Travis

This week, I was the speaker for a Roxboro Roundtable. It was very well attended, and I was very appreciative of the support from DSL faculty and students, as well as several Rowan University administrators. The participants were very engaged and expressed a wide range of views. Some students felt that more reporting and transparency is needed, others raised concerns about causing a panic, while administrators sought to clarify challenges associated with compliance.

Many of the questions I was asked were insightful and challenging. I found myself a bit flummoxed at a couple of points, which was actually helpful to me in finding my own learning edges as I seek to sharpen my knowledge and skills as a DSL student. I particularly valued the contributions of the undergraduate students who centered our discussion on the impact that the warnings have on their daily lives and sense of safety on campus.

I was fascinated to learn that events at Roxboro Roundtable date back to the late 1700s when [Caspar Wistar, president of the American Philosophical Society](#) owned the home and invited noteworthy Philadelphians and other guests for dinner and social discourse on important issues of the era. It was said it is likely that Thomas Jefferson was one such guest. I was honored and amazed to appreciate that our event was a continuation of this history.”



## Organization Development Gathering Conference

DSL student, [Darshi Mody](#), received two grants associated with participating in the [Organization Development Gathering Conference](#) held in Baltimore in December. She reported the following:

“I attended the Baltimore Conference “to build Organization Development for Tomorrow’s World” where I was flattered, excited and nervous as one of my professors, Matt Minahan, was an organizing team-member and the main reason I wanted to attend. The conversations in the gathering revolved around: How do OD theories and models specifically help or hinder equity, diversity, and inclusion? Why is OD, apart from dialogic and a few other theories, unable to break out of mid-20th-century structuralism in theory and practice?

OD practitioners at the meeting were open to discussing various means to go beyond their limits, to consider what knowledge and practice should be held, and how to redefine and/or recreate a more direct path to transformation.



Matt and Darshi

While OD theory promotes open systems, those within OD argued that the field has become closed and with strong biases. Yet, in Baltimore, I found connection, community-building, curiosity, caring, and kindness. Overwhelmingly there was empathy and willingness to dialogue with me - despite I am not an OD practitioner or an OD student. I found myself truly part of a community with whom I now connect on regular basis.”



## *DSL National Ranking*



# Jefferson

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