

# Innovation & Future-making

*Create a Future that the Past says is Impossible™*



## Master of Arts in Leadership & Change

Is there some idea, vision, or possibility in your world that meets these four criteria:

1. It is not possible within the current reality
2. It is bigger than your own self-interest, but includes your self-interest
3. If created, it will outlive you
4. It makes your heart sing

If so, our Leadership program was designed for you. For 15 years, we have developed individuals from large global corporations, small businesses, non-profits, schools, and churches...as well as social/community activists, consultants, medical professionals, and individuals who are simply seeking to use their lives for something bigger than what they've used it for in the past. Where they came from didn't matter. What they did in the past didn't matter. What they knew or were skilled at didn't matter. What mattered was that they were committed to something in their lives that met the four criteria - or were committed to finding and declaring some new possibility that met the criteria. In other words, they were committed to expressing their Leadership.

If you're ready to explore and express your Leadership, to create something in the world that is transformative, we invite you to join our community.



Our M.A. in Leadership program is offered through The Graduate Institute. TGI is fully licensed, chartered, and accredited by the State of Connecticut, Office of Higher Education.

## Q&A with the Faculty

### *How is the Leadership & Change program different from a standard program in management?*

You can be taught how to manage, but not how to lead. Management is more like a science and a repeatable phenomenon, so it's possible to teach it. Leadership, on the other hand, is an art form and difficult to teach because in your hands, the expression is going to be quite different than it is in mine or anyone else's. Leadership is learned through discovery and application. Everything around our program is designed to facilitate most of the learning through direct application to real-world issues that you are committed to changing.

### *So, is the role of Faculty different?*

In Management programs, there is a premium on expertise and objectivity on the part of faculty. Leadership is different. Simply knowing about leadership doesn't make you a leader any more than reading a book about swimming makes you a swimmer. Some things we learn through engagement. Leadership is one of those. In the cohorts we lead, faculty are *members* of that cohort. We're engaged in the same inquiry that the students in the cohort are being asked to engage in. It is simply the case that if we are not learning and growing, neither is the cohort.

### *So if it's not expertise, what is the role of faculty?*

All of our faculty has deep expertise - and credentialing - in the traditional sense. But their role in the program is not to know and provide answers. In Management work, knowing and providing answers is critical. In Leadership work, the pivotal factor is the nature of the space that's created. We have selected and cultivated faculty who can hold the kind of deep interpersonal and group space that is required for individuals' unique expression of Leadership to emerge and move into action.

## Leadership & Change Faculty

*The faculty for the MA in Leadership & Change (L&C) is comprised of educators and practitioners with extensive real-world experience. Our core faculty includes:*

### **A.M. Bhatt**, Academic Director



For 25 years, Al has been an Advisor to executives, entrepreneurs, and activists in North America & Europe. He created the current design of the L&C program and is accountable for each cohort's overall development. He leads courses on the personal & interpersonal aspects of leading change.

### **Danielle Frankel**, Program Coordinator



Danielle is an Organizational Psychologist with extensive experience advising global organizations on managing complex change. She now works primarily with non-profit organizations and those seeking to create positive social impact. In the L&C program, she provides oversight for student's overall progress towards graduation requirements.

### **Sandra Rodegher**, Core Faculty



Sandra is a Senior Sustainability Scientist and Lecturer at Arizona State University, where she received her PhD in Sustainability. In the L&C program, she provides students with guidance on research design and lectures on the intersection of sustainability, systems thinking, and organizational leadership.

### **Jamie Slenker**, Core Faculty



Jamie is Chair of the Arts & Design Program at The University of New Haven. Her experience ranges from corporate and government facility planning and healthcare design to sustainable design for residential and mixed-use commercial projects. In the L&C program, Jamie leads coursework and practicums on Design Thinking.

### **Mel Toomey**, Scholar-in-Residence



Mel is the founder of the Center for Leadership Studies. Mel was the creator of the original M.A. in Organizational Leadership design and is a pioneer in the field of Leadership Development. He serves as a deep institutional resource and leads courses on the intersection of language, reality, and organization.

# An Applied Approach to Leadership & Change

During each class, cohort members and faculty explore - and apply - a different aspect of Leadership. These include:

- The Nature of Change in Machine and Living Systems
- The Forms of Organization: Economic, Social, Familial, Personal
- Identifying Organizational Imperatives
- Building a Context and Creating an Architecture for Change
- Examining Leadership as Power of Principle Instead of Authority
- Accessing Your Leadership Voice
- Developing Values to Connect with Innate Leadership Skills
- The 3 Expressions of Systems: Managing, Leading, & Developing
- Design Thinking as a Leadership Intervention
- The Relationship Between Personal Transformation and Organizational Transcendence

For full course descriptions please see [www.learn.edu/ol](http://www.learn.edu/ol)

For more information on the M.A. program or to request a current program schedule, contact TGI Admissions at 203-874-4252 or [admissions@learn.edu](mailto:admissions@learn.edu)



"Finally I have found a leadership program that provides comprehensive education with an emphasis on total learning, which includes real-life experiences, interactive classes, and in-depth personal development. The changes that have occurred among each and every student in a relatively short amount of time are nothing less than extraordinary. Every class is filled with stories of success in our respective professions. Finding The Graduate Institute is a true blessing that has changed my life and the lives of my colleagues."

**Ralph Miro,**  
RN, MPH, Nurse Manager,  
Day Kimball Hospital, Class of 2013

"The Master of Arts in Leadership was a great catalyst! It has provided me the opportunity to start to consider change from a whole new perspective and to really focus on the "I" in integration."

**Sue Smith,**  
Executive Director,  
Canadian Blood Services,  
Class of 2010

"It was delightful to be part of the MA in Organizational Leadership. The positive energy shared was contagious and fabulous. At the end of each session I felt charged and anxious to share and integrate what I had learned."

**Carol Martin,**  
IBM Director,  
Product Operations Business Analytics,  
Class of 2008





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## The Breakthrough Project

Each student's experience in the MA in Leadership & Change program culminates with the execution of a "breakthrough project," often to astounding and inspiring results. Students work closely with self-selected mentors in their field on the development of the breakthrough project. Past projects have included:

- Creation, within IBM Cognos, of *Guardian Service*, a global network of relationships, tying a silo-based development group directly to business and customer needs.
- Transformation of healthcare delivery for First Nations peoples in Canada. This initiative was cited by the Canadian Prime Minister as a perfect example of private sector social entrepreneurship.
- Establishment of a network of health care clinics in Haiti.
- Creation of an exponential increase in graduation rate and college acceptance rate for football players in a New Haven public high school.
- Transformation of leadership capacity at Lifescan (a J&J company) to improve alignment between organizational competence and the strategic plan
- Development of global dialogue processes at J&J Medical Devices for standardizing pricing benchmarks in specific product lines, resulting in \$40 million net operating proceeds (within an eight-month period).
- Development of a humanistic approach to patient care at Yale New Haven Hospital Smilow Cancer Center.
- Development of Partnership Pathways for State and Private Agencies on behalf of early childhood care funding; a project resulting directly in a new \$210 million State of Ohio initiative, supporting services for children and eliminating duplication of services
- Transferring ownership of a mid-size corporation to an employee-owned organizational framework, focused on succession management and preservation of corporate success.

### Educators seeking Professional Certification

The CT State Department of Education has approved the M.A. in Leadership as acceptable for meeting the subject-specific requirements for the purpose of obtaining the professional educator certificate. State approval is for all Pre-K through 12 educators. Please also check your district's requirements.



For information on our  
non-degree **13-week  
Future-making program**  
for those interested in  
creating a breakthrough  
in a single, specific aspect  
of their life or work,  
contact:  
[develop@uofnext.com](mailto:develop@uofnext.com)

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