

MANAGEMENT AS A CALLING

**Retreat #2:
Orientation Materials**

SPRING 2024

MANAGEMENT AS A CALLING

Orientation Materials

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2. Agenda

Friday, April 5:

11:00-11:30	<u>GENERAL RAMP UP AND REENGAGEMENT</u> (Location: Blau Colloquium) The three goals of this retreat are: (1) to further clarify your purpose and calling, (2) to develop skills and techniques for staying true to that calling upon graduation, and (3) to develop skills to help others find their calling.
11:30-12:15	<u>INSPIRE YOUR CALLING IN BUSINESS</u> (Location: Blau Colloquium) Zoom discussion with Vic Strecher, University of Michigan professor and author of <i>Life on Purpose: How Living for What Matters Most Changes Everything</i> .
12:15-1:00	Lunch (Location: Blau Colloquium)
1:30-4:30	Drive to Camp Nissokone, Transport by commercial motorcoach. Continued Exercises, Reflection and Discussion on bus.
5:30-6:30	Dinner (Location: Camp Dining Room)
6:30-8:30	Community Norms (Location: Camp Crow's Nest) PEER COACHING (Location: Camp Crow's Nest) Peer coaching can be a useful tool to help peers navigate and explore personal and professional development goals. After the first retreat, we thought it was important to start this second gathering with some tools and skills to help each of us guide others in developing our callings.
8:30	Formal program ends for the evening, Casual time around the campfire or playing games.

Saturday, April 6:

6:45-7:30	Yoga (optional) (Location: Camp Crow's Nest)
8:00-9:00	Breakfast (Location: Camp Dining Room)
9:00-11:30	<u>REENGAGE WITH YOUR PERSONAL MISSION/PURPOSE STATEMENT</u> (Location: Camp Crow's Nest) We will revisit to the exercises from retreat #1: (1) Ethical Autobiography, (2) Personal Values Map, and (3) Life Aspiration Statement. We will revisit your Personal Mission/Purpose Statement through the lens of the "hero's journey."
11:30-12:30	Private Time
12:30-1:30	Lunch (Location: Camp Dining Room)
1:30-2:30	<u>TACTICS AND STRATEGIES FOR STAYING TRUE TO YOUR CALLING</u> (Location: Camp Crow's Nest) You are about to enter the workforce and your sense of purpose or calling will be tested. As Dwight D. Eisenhower said, "every battle plan is perfect until you meet the enemy" or Mike Tyson said, "everyone has a plan until they get punched in the face." What tactics will you use to stay on track with following your calling? We will discuss many options, offer ideas, draw from readings and personal experiences.

2:30-2:45	<i>Break</i>
2:45-4:30	Zoom Panel Discussion with Alumni. (Location: Camp Dining Room) We will hear from a panel of Ross alumni who have found ways to continue their path. This will include a zoom panel discussion with Ross alumni who have worked to follow their calling.
4:30-5:30	<i>Private Time</i>
5:30-6:30	Dinner (Location: Camp Dining Room)
6:30-8:00	<u>COMMUNICATE YOUR PERSONAL MISSION STATEMENT</u> (Location: Start in Camp Crow's Nest, split into Dining Room) It's one thing to write your personal mission statement down on paper. It is another to communicate it to others. In this evening session, you will be given the opportunity to explain your calling in whatever medium or mode of communication you prefer: words, images, movement, song, whatever works to communicate your idea of your personal mission in life.
8:00	Formal program ends for the evening, Casual time around the campfire or playing games.

Sunday, April 2:

6:45-7:30	Yoga (optional) (Location: Camp Crow's Nest)
8:00-9:00	Breakfast (Location: Camp Dining Room)
9:00-10:45	<u>VISIONING</u> (Location: Camp Crow's Nest) In this final session, we will use visioning exercises to help you examine what kind of person you aspire to be, what kind of world you aspire to live in and what structures you will create to build both. We will also use this time to reflect on all we have done in these retreats and all you are about to do in your life.
10:45-11:30	<i>Private Time</i>
11:30-12:30	Wrap Up and Next Steps (Location: Camp Dining Room)
12:30-1:30	Lunch (Location: Camp Dining Room)
2:00-5:00	Drive to Ann Arbor, Transport by commercial motorcoach.

3. Room Assignments

Women – Cabin 2A/2B

Men – Cabin 5

Women – Cabin 3

Men – Cabin 6

Men – Cabin B

Cabin	First Name	Last Name
B		

Women – Cabin 4

Teaching Assistants highlighted in amber

By Name

Women – Cabins 2A/2B, 3 and 4

Cabin	First Name	Last Name
3		
3		
2A/2B		
4		
2A/2B		
2A/2B		
3		
4		
2A/2B		
2A/2B		
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2A/2B		
2A/2B		

Men – Cabins B, 5 and 6

Cabin	First Name	Last Name
6		
5		
B		
6		
5		
5		
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6		
5		
6		
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6		
6		
6		

Teaching Assistants highlighted in amber

4. Program Roster

PROGRAM ROSTER				
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5. Individual Program Interests

	First Name	Last Name	Industry Sector Career Goal:	Ross Concentration of Focus:	List all issues that you want
1	[REDACTED]	[REDACTED]	Healthcare Consulting- later Health Equity Startup	Healthcare Management + MBA MPH	Health Equity, Economic Development in the Global South, Rural US Development, Education Access Globally, Women's Empowerment
2	[REDACTED]	[REDACTED]	Healthcare - Pharma	Healthcare	Gender parity, LGBTQ rights
3	[REDACTED]	[REDACTED]	Management Consulting	Health Care Strategy & Management	Mental health equity, disability rights, racial justice, gender equality, economic justice, education equity, immigrant rights
4	[REDACTED]	[REDACTED]	Impact Investment, international climate finance	TBD, Dual Degree with School for Environment and Sustainability	Climate change, international development, climate finance, inequality, etc.
5	[REDACTED]	[REDACTED]	Consulting	Strategy and Finance	Income inequality, gender inequality, living wage, climate change
6	[REDACTED]	[REDACTED]	Financial services	Business and tech	Credit access for lower economic strata
7	[REDACTED]	[REDACTED]	Consulting (Partner track)	MBA - Strategy, Operations, Data and Business Analytics	Income inequality, disability-related issues, LGBTQ rights
8	[REDACTED]	[REDACTED]	Tech Industry	Design Thinking & Innovation	Income Inequality, Wealth Inequality, Financial Inclusion, VC Startup Capital Inequity, Race Inequality
9	[REDACTED]	[REDACTED]	Corporate Social Responsibility or nonprofit leadership with time in consulting out of school	social impact, Management and Organizations	Hunger alleviation, workforce development, the City of Detroit, arts programming for all schools
10	[REDACTED]	[REDACTED]	Tech / mental health / wellness	MBA Stem, and business analytics	Income inequality, stigmatization of underrepresented groups. Mental health and people with diverse ability in DEI, purposeful way of living / awareness of self
11	[REDACTED]	[REDACTED]	Consulting or Technology	Management Science and MBA	Inclusivity for FLI (first- generation low-income)

12	[REDACTED]	[REDACTED]	Corporate Sustainability	Erb Institute	Climate change, income inequality
13	[REDACTED]	[REDACTED]	Impact Consulting	NA	Economic Infrastructure in Developing Markets Income Inequality Education Inequality Social Progress
14	[REDACTED]	[REDACTED]	Leadership of a conservation non-profit	Erb Dual Degree	Climate change, equitable outdoor access, land conservation
15	[REDACTED]	[REDACTED]	Brand Management, CPG with a focus on accessibility	Marketing, General Management	Physical and mental accessibility, overall representation
16	[REDACTED]	[REDACTED]	Environmental consulting	NA	Climate change, GHG standards and tracking, waste reduction, food injustice and insecurity, air and plastic pollution, biodiversity loss, human and labor rights
17	[REDACTED]	[REDACTED]	Corporate sustainability/supply chain	Minor	Climate change, income inequality, healthcare inequity, social justice
18	[REDACTED]	[REDACTED]	Healthcare	Healthcare	Health equity, DEI
19	[REDACTED]	[REDACTED]	Food/Agriculture in Strategy/Sustainability	Erb/Sustainability, Tauber/Operations	Climate change, food system access and justice, animal welfare
20	[REDACTED]	[REDACTED]	Social Impact Consulting	STEM	Sustainability, Social Impact, Public sector, Health, Gender equality
21	[REDACTED]	[REDACTED]	Finance	Finance	Climate Change
22	[REDACTED]	[REDACTED]	Venture Capital	Management Science (STEM), Fast Track in Finance	Climate Change and Sustainability, Equal employment and career development, LGBTQ rights, parenting and childcare in Japan
23	[REDACTED]	[REDACTED]	Consulting / Social Impact	Strategy	Income inequality; social & economic mobility, living wage, equitable access to education (e.g., higher ed & career and technical ed)
24	[REDACTED]	[REDACTED]	Healthcare (Pharmaceuticals)	Healthcare Management	Children and family
25	[REDACTED]	[REDACTED]	Strategy Consulting	MBA (Tauber) & MS Sustainable Systems (Erb)	Homelessness, healthcare, climate change, racial equity and justice, elder care, youth access to creative arts,
26	[REDACTED]	[REDACTED]	Venture Capital/Startups	Sustainability	Climate change, sustainability, DEI, LGBTQ+ rights

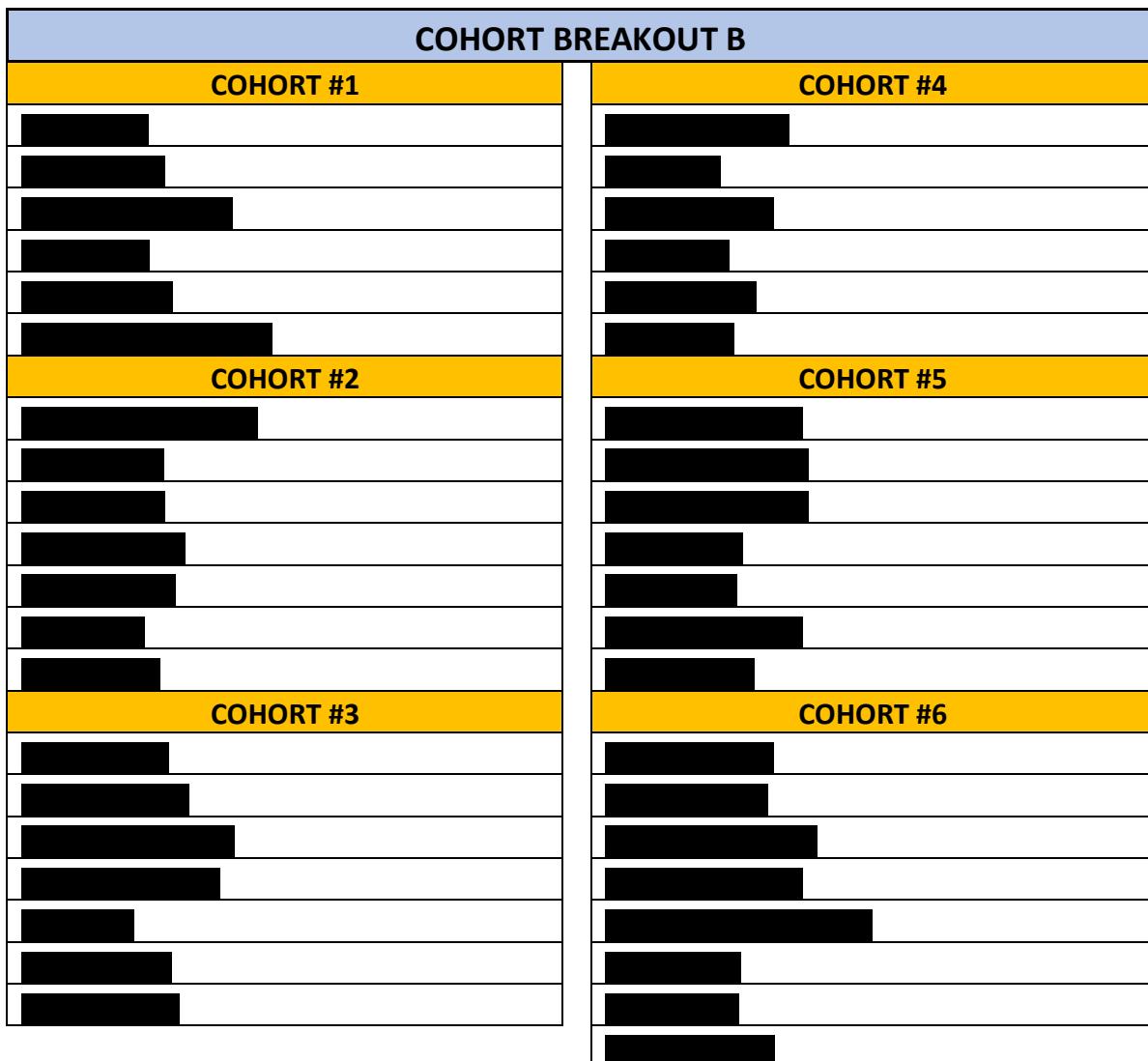
27	[REDACTED]	[REDACTED]	Design Strategy, Product Management, Social Impact	Technology and Operations, Marketing	Economic justice and development; health equity; equity, justice, and belonging
28	[REDACTED]	[REDACTED]	Healthcare	Healthcare Management and Fast Track in Finance	Inequities in healthcare access
29	[REDACTED]	[REDACTED]	Technology	Data and Business Analytics	Gender equity, social equity
30	[REDACTED]	[REDACTED]	To be a leader in the renewable energy industry	None	Climate change, economic development of rural communities, socioeconomic inequality
31	[REDACTED]	[REDACTED]	Healthcare	Healthcare Management	Health Equity
32	[REDACTED]	[REDACTED]	CPG brand management	Sustainability & Business; Data & Business Analytics	Sustainability, climate change
33	[REDACTED]	[REDACTED]	Startup / VC (by way of a stint at McKinsey)	Strategy	Technology ethics (AI + Social), LGBTQ rights, women's rights, international economic development.
34	[REDACTED]	[REDACTED]	Digital health, tech	Health, Tech, Design	climate change / sustainability, global health / emerging markets, economic empowerment
35	[REDACTED]	[REDACTED]	Tech	Tech	Climate change, Income inequality, LGBTQ rights
36	[REDACTED]	[REDACTED]	Real Estate	Strategy & Operations	Social mobility, equitable design, affordable housing
37	[REDACTED]	[REDACTED]	Humanitarian Organizations	Masters in Supply Chain Management	Climate change, Inequality, Zero Hunger, Sustainable cities and communities
38	[REDACTED]	[REDACTED]	Real Estate Development	Management, Finance	Real estate equity, affordable housing, ethics regarding gentrification, climate change
39	[REDACTED]	[REDACTED]	Consulting Principal or Managing Director	Operations/Consulting	Supply Chain Resiliency, National Security, healthcare policy
40	[REDACTED]	[REDACTED]	General Management (P&L ownership) at a high-complexity engineering product company	Strategy and Management	Circular Economy, Executive Diversity, Slow Living
41	[REDACTED]	[REDACTED]	Sustainable Operations Manager	Operations	Compostable packaging - Agricultural workers' rights - Accessible preventable health care to all

6. Group Program Interests

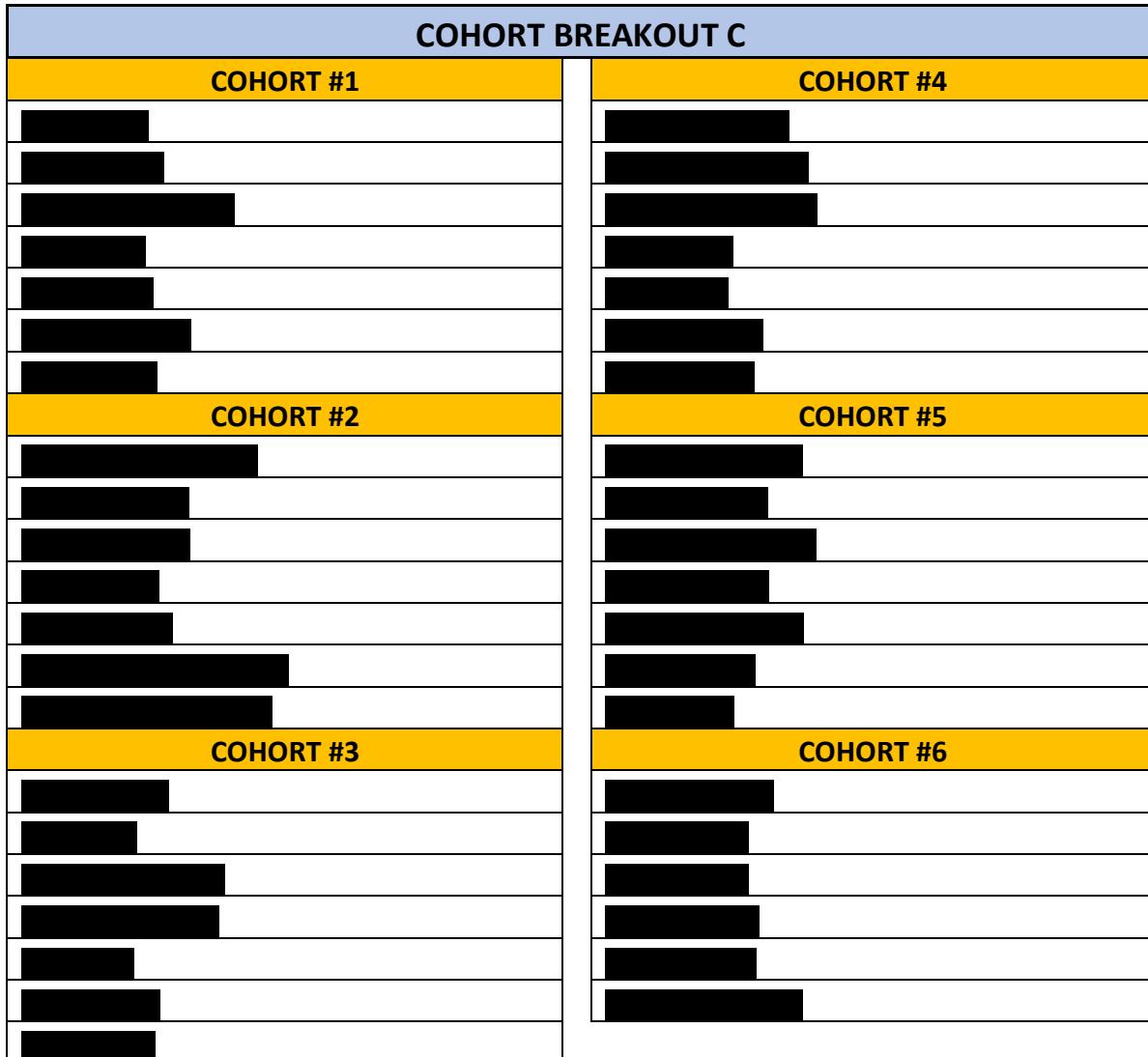
Accessibility - creative arts for youth	Homelessness
Accessibility - physical and mental	Hunger alleviation (2)
Affordable housing (2)	Inclusion - arts programing
Animal welfare	Inclusion - first-generation low-Income
Biodiversity loss	Inclusion (2)
Circular economy	Inclusion and access - education
Climate change (19)	International development (2)
Community development (2)	Justice - economic
Compostable packaging	Justice - race
Credit access for lower economic strata	Justice - social
DEI (4)	Land conservation
Developing markets	Living wage (3)
Disability-related issues	Location - Detroit
Education (2)	Location - global south
Elder care	Location - Japan
Emerging markets	Location - rural US
Equity - design	Mental health
Equity - education	Mobility - social and economic (3)
Equity - gender (7)	Resilience - financial
Equity - income/economic (13)	Resilience - supply chain
Equity - mental health	Rights - agricultural workers
Equity - outdoor access	Rights - disability
Equity - race (2)	Rights - human and labor
Equity - real estate	Rights - immigrant
Equity - social	Rights - LGBTQ (6)
Equity - health (7)	Rural communities
Families	Slow living
Families and children (2)	Sustainability (5)
Families and parenting	Sustainable cities
Finance (3)	Technology
Food systems/justice (2)	Waste reduction
Healthcare (4)	Workforce development

7. Cohort Breakout Groups

COHORT BREAKOUT A	
COHORT #1	COHORT #4
COHORT #2	COHORT #5
COHORT #3	COHORT #6



COHORT BREAKOUT C



COHORT BREAKOUT D

COHORT #1	COHORT #4
COHORT #2	COHORT #5
COHORT #3	COHORT #6

8. Map of Camp Nissokone



9. Developing Community Guidelines

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Developing Community Guidelines

Community guidelines gives each group member a framework for respecting each other's opinions and respecting and understanding each others' opinions and lived experiences. Guidelines can help dialogues stay on track when conflict emerges. Establishing community guidelines is an essential part of creating a brave, inclusive space. While we believe it is preferable to invite the group to create their own guidelines, in the interest of time facilitators may present a pre-determined list and review it with the group for modifications. Community guidelines should be viewed as a "living document" that are open to modification as needed. The following are the guidelines we have found to be most helpful.

1 Be present and engaged; avoid technology distractions. In order for people to share vulnerably and bravely, they must feel that the other participants are also invested in the dialogue. It is important that all participants commit to being present, stay engaged, and avoid using electronic devices or checking out of the dialogue in other visible ways.

2 Share airtime. In dialogue it can be easy for those participants who feel most comfortable speaking up in large groups to dominate the conversation and for those who are more introverted to stay quiet. However, in order for everyone to grow and learn, it is important to balance who is sharing. Challenge participants to be reflective about how often they are speaking up.

3 Be aware of intent and impact. We often refer to the difference between intent and impact when facilitating dialogue. We remind people that no matter how good their intentions might be, if the impact of what they said was hurtful, then they probably need to apologize.

4 Don't suppress voices. Don't suppress marginal or unpopular voices. Civility does not mean lack of dissent.

5 Expect and accept discomfort (and joy); we are on our learning edge. Learning happens more when you are on your learning edge, not when you are feeling comfortable. Social justice work is uncomfortable. We invite you to view discomfort as an indicator that learning is happening and recognize that new learning can also lead to feelings of pride, understanding, growth and joy.

6 Speak our emotions, as well as our intellect. Our emotional reactions to this process often offer invaluable learning opportunities, and give us insight into processes of which we may be unaware. We will share these responses, including our discomfort, in the spirit of learning and growing; we will try to not attack, blame, shame or dismiss others.

7 Speak from your own experience. Encourage participants to use "I" statements when sharing to avoid assuming others in the room share your perspective.

8 Listen to learn, not to respond; listen harder when you disagree. Unlike typical discussions where people often focus primarily on what they are planning to say next, in dialogue we invite people to listen generously with the intent to understand rather than to interject. Participants should listen even harder when someone is saying something about which they disagree to try to understand their perspective.

9 Do not freeze people in time. The primary goal of dialogue is personal growth. In the most successful dialogues, participants have gone through transformative growth between the first and last session. Dialogue requires that participants take risks, be brave and vulnerable. This inevitably means participants will make mistakes. We often learn the most through making mistakes. Hence, when we ask one another "not to freeze people in time," we are recognizing that we all want the opportunity to grow without being judged or remembered in perpetuity for a mistake we might make along the way.

10 Anticipate unfinished business. Naming from the outset that we will not resolve centuries of oppression in one semester, we invite participants to see dialogue as one step in addressing social injustice and recognize that the work is ongoing and that oppression will not be solved in our lifetimes.

11 Take the learning, leave the stories. We hope that participants take what they learn in dialogue and apply it to the rest of their lives. At the same time participants also need to be able to trust that they can be vulnerable and that the stories they share will not be repeated outside of the group. We specifically do not promise confidentiality because we cannot guarantee it, but we believe the underlying concept of confidentiality is maintained by asking people not to repeat others' stories without permission.

This program is being offered to students at:



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*The Arthur
Vining Davis
Foundations*