



THE CATALYST

OFFICIAL NEWSLETTER OF THE HARVARD EXTENSION SCHOOL
MANAGEMENT & FINANCE STUDENT CLUB

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Photo by Cody Chan

The Harvard Extension School Management & Finance Student Club (HESMFSC) is a dynamic community committed to expanding the boundaries of learning and leadership. Our mission is to cultivate a network of current and future professionals, scholars, and leaders in management and finance. Through a rich tapestry of in-person and virtual events, we offer networking, career development, and advisory support tailored to a variety of interests—from global economics to societal impact. Whether you're an aspiring entrepreneur, a researcher, or a changemaker in the political arena, HESMFSC is your platform for success. We pledge to provide invaluable resources and a supportive community to help our members achieve their highest potential.

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Photo by Kate Ng taken at Taffe Bakery & Cafe

President's Corner

by **Alex Ponce**

As we move into March, dusting off the cold of winter and starting to embrace the blossom of spring, our focus remains on the finish line, which for some of us is in mere months, while for others is over a year away.

Due to our continued growth and success - all thanks to our fantastic members - I have expanded the club's board to keep pace. As President of the HES Management & Finance Student Club, it is my absolute pleasure to introduce you to the team for the Spring Term, which has been hard at work on multiple club initiatives to benefit you. From our new Vice President, the illustrious **Marina Onaca**, to our new Director of Strategy & Events, the visionary **Luke Marchand**, and his deputy, the dynamic **Kasra B. Tavakoli**. Joining them is our new Director of Development & Growth, the transformative **Murielle M. Ungricht**, her deputy, **Justin W. Tomlinson**, and rounded out by our established Director of Management Theory Advancement, the always insightful **Travis C. Mallett**. Each of these phenomenal individuals was hand-picked, and I am very proud to welcome them to the family.

We only have a few months left this election cycle and intend to make the most of it, especially as the process soon begins anew. That means shoring up events of interest, creating transition plans, and ensuring our internal processes are adequately revised. It also means considering where we want to be in the next cycle. While some of us will aim for future positions on this board, others are eyeing a move to a grander stage. Please keep an eye out for familiar names and show your support. Vote! Vote! Vote!

Lastly, to all those who make us who we are - reading our newsletters, engaging in the chats, experiencing our podcasts, and flying out to events - you have my deepest gratitude.

Because of you, it's a pleasure to serve. Thank you.

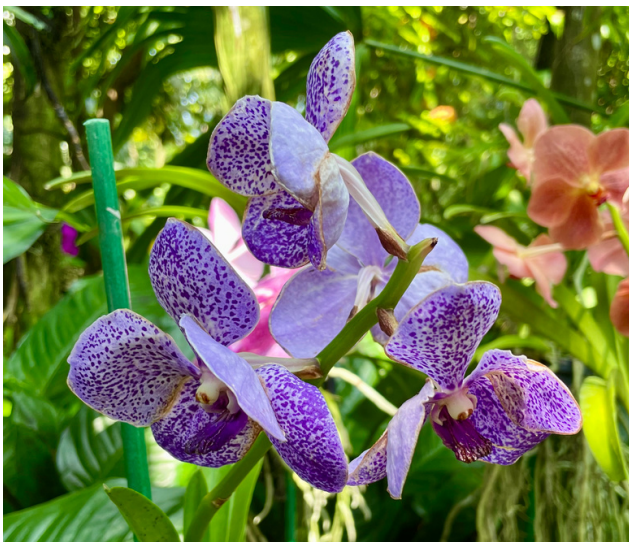


Photo by Alex Ponce taken at Fairchild Tropical Garden



Photo by Jovan Vasilievic

The VP Spot

by **Marina Onaca**

As the new Vice President of HESMFSC, I'm enthusiastic about our strategic direction focused on bridging the gap between academic achievements and professional success for our members. We aim to launch initiatives that directly connect the dots between scholarly work and its application in professional settings, ensuring a smooth transition for our members from academia to industry.

We plan to roll out a series of targeted workshops, mentorship programs, and networking events designed to integrate academic knowledge with practical skills required in the workplace. These platforms will enable members to showcase their research, engage with professionals from various fields, and gain valuable insights into career development and industry expectations.

By fostering a dynamic environment that encourages the exchange of ideas and experiences between the academic and professional worlds, we are setting the stage for our members to achieve academic excellence and professional growth and fulfillment.

Looking forward, HESMFSC is dedicated to empowering our community through these innovative approaches, ensuring our members are well-equipped to navigate the challenges and opportunities of their professional journeys.





Photo by Claudio Schwarz

Strategy & Events

Luke Marchand, Director

Earlier this month, the HESMFSC's newly-appointed leadership team met for its inaugural meeting. We are each honored to take a guiding role in driving HESMFSC's vision forward. Most importantly, as stewards of the club, we strive to elevate your needs and perspectives to the forefront of our work. We leave a seat at the table for you as we cast a vision for our collective future. Thus, as we stride forward, we will unveil various opportunities designed for you to share your invaluable feedback on specific aspects of the club. In the meantime, we encourage you to reach out via our club email address at hesmfc@hesa.dce.harvard.edu with any thoughts you wish to share about the current state and the envisioned future of HESMFSC. You are the heart and soul of this organization, and we are excited to work alongside you in building this community of esteemed students and alumni.

Kasra B. Tavakoli, Dep. Director

Taking on a new role as the Deputy Director of Strategy & Events, I am quite thrilled about the events that are being planned. The new board speaking to you today is filled with expert opinions from around the Harvard community. This expanded board allows greater opportunities for audience members to become more involved through our diversity.

This semester we plan to have a greater focus on international efforts compared to previous times. As a Deputy Director, the goal I aspire to the most for this semester is to host an event in Europe, where the origins of the English language can come under the spotlight of our club.

It is in our best interest to safeguard this, our true mission; to do this we must start by getting off the island and going to where it all began! And on that note, I invite you to an exciting new semester.

Development & Growth

Murielle M. Ungricht, Director

I'm thrilled to address you all as the newly appointed Director of Development for HESMFSC! Now that we've embarked on this exciting new semester, it's time to look at what lies ahead. Firstly, we're incredibly grateful for you - our growing community of HES students and alums. You're why this club exists, and I am thrilled to support its growth alongside our president, vice president, and other dedicated board members.

As a board, we are prioritizing networking and connection. You can expect new initiatives to generate more engagement, communication, sharing, online events, and in-person meetups. This will help us grow the community among us and help us thrive as individuals and professionals.

So stay tuned for exciting upcoming events and news, and feel free to contact me - or any board member - if you have questions or suggestions.

With gratitude and dedication, I remain.

Justin W. Tomlinson, Dep. Director

As the Deputy Director of Development for the HESMFSC, I am thrilled to share our vision for an ambitious endeavor: to significantly expand our club's reach and tap into the invaluable resource that is our student and alumni network. This vision stems from a belief that our students are not just past members, but lifelong partners in the journey of professional and personal growth.

Our alumni network encompasses a diverse group of leaders, innovators, and thinkers. They hold the keys to wisdom, experience, and connections that can open doors to countless opportunities for networking, mentorship, and professional development. It is this potential that we hope to unlock in the coming months.

While specific initiatives are in the early stages of planning, our goal is clear: to forge stronger, more meaningful connections between our members and our distinguished alumni. Whether through informal gatherings, virtual meetups, or collaborative projects, we hope to create a vibrant, supportive community that extends well beyond graduation.

This is more than an initiative; it's a commitment to the ongoing development and success of every member of our club. By leveraging the strength of our alumni network, we aspire to not only enhance the HESMFSC experience but also to contribute to the broader ecosystem of innovation and leadership in the fields of management and finance.

We look forward to increasing our community reach and are confident that with your support and engagement, we can achieve remarkable things. Stay tuned for more updates as we explore the best ways to bring this vision to life.

Management Theory Advancement

Travis C. Mallett, Director

As your Director of Management Theory Advancement, I'm thrilled to share updates on [The Management Theory Toolbox](#) podcast. Since its launched, we've aired several episodes that have laid the groundwork for a deeper understanding of organizational behavior. Together, we've uncovered insights such as [viewing organizations as living systems](#), [how organizational behavior can contribute directly to competitive advantage](#), [positive psychology](#), and [high-involvement management](#).

But it hasn't been all serious discussions for business school nerds. We've also included a few fun philosophical tangents and some audio dramas to spark our imaginations as we dive into related issues.

Our guests included HES instructors such as Kati Livingston, Dr. Harold Langlois, and Dr. Ken Baylor. Stay tuned for future episodes where we'll be bringing in professors, researchers, and consultants from other institutions such as the University College London, Brown University, London School of Economics, University of Cambridge, University of Texas at Austin, and more!



Photo by Henry Bei



Photo by Johannes Plenio



PODCASTS

New episodes every Wednesday!



The Pulse with Alex Ponce

Welcome to club president Alex Ponce's podcast, The Pulse!

Listen as he invites industry experts to open up and share their insights on leadership and success.

What began as a quest to understand the secrets of effective management and financial success has evolved into a captivating journey, uncovering the personal stories, challenges, and triumphs of those at the forefront of their fields. In each episode, we go beyond the numbers and strategies, exploring what truly makes these professionals tick. From their career highs to the lessons learned along the way, these conversations shed light on the human side of the corporate world. We invite you to join us as we take a look at these fascinating individuals.

Created as a series of live-performance interviews, the last five have now been packaged for on-demand consumption as a podcast available on YouTube, Spotify, Apple Podcasts, Amazon Music, iHeartRadio, and various other platforms.

New episodes in production. Make sure to subscribe!



Video Podcast

<http://www.youtube.com/ePulseStudioPodcast>



Audio Podcast

<https://pulsestudiopodcast.buzzsprout.com>



The Management Theory Toolbox with Travis Mallett

Imagine boldly navigating the complex world of management with a broad range of management theories at your disposal. The Management Theory Toolbox promises you a mind-expanding experience. Prepare to think, rethink, and discover the theory that underlies management practices.

This isn't your typical management podcast. Yes, there are plenty of resources out there that will give you the ABCs of how to run a meeting, hire someone, or even how to fake a sick day without getting caught, but here we like to talk about the behind-the-scenes topics, those concepts and ideas which transcend specific management practices, the ideas which give birth to good management and business practices, rather than simply restate them. We aren't going to give you specific tips and tricks for becoming an effective manager.

Here at The Management Theory Toolbox, we're interested in the why behind it all, the discoveries of behavioral science, psychology, business, and economics that will open our eyes to what's happening behind the scenes. If you're a manager, team leader, aspiring entrepreneur, business student or simply someone toying around with the idea of starting a business and you're interested in a scientifically rooted discussion of management and business, one which systematically discusses the ideas behind the specific practices you've probably already heard a lot about, then this podcast is for you.

One thing you'll be able to count on in this podcast is that every statement is supported by research, and you'll be able to download the show notes for each episode to find links and references to the source material for everything taught in each episode.



Website

<https://www.themanagementtheorytoolbox.com>

Reflective Resilience

by **Alex Ponce**

In many ways, March symbolizes the actualization of renewal and growth, a process that began months and even years prior for many of us. For the sake of growth, it's a great time to take a moment to self-reflect, not just on the journey but also on personal or professional challenges, along with the minor triumphs that make it all worthwhile. With that in mind, I'd like to share some thoughts, fond memories, and perhaps some hard-earned wisdom.

"There will always be someone faster, stronger, or smarter than you."

Most lessons we learn and regularly employ in our adult lives started as a throwaway moment in childhood. One of those moments occurred for me in 1984. While *The Karate Kid* and *Ghostbusters* were tearing up the box office, an infectious excitement from Cubs Mania spread throughout the City of Chicago. The team was on a strange and alternating streak, which somehow, unbelievably, almost miraculously, led them to the post-season championship. For those who don't follow baseball, this was a big deal, especially for longtime residents, as the last time the team made it to a post-season championship was 1945.

Everyone got in on the action. The local radio station that simulcasts the game, WGN 720 AM, with the late, great Harry Caray announcing the plays - "Holy Cow!" - had created a *must-have* promotional ear radio. These Cubs-branded radios were only available at select Burger King locations. The local papers heavily featured the team's players and their lives in the days leading up to the series. There was even a Punky Brewster episode about the big matchup. The air was electric with excitement.

I remember sitting in the front row at Wrigley Field mere feet away from the players, the smell of fresh-cut grass wafting in the air and the taste of a proper Vienna Beef hotdog dragged through the garden. All I could think of was how spectacular this event was. While taking it in, reveling in all the joy and laughter, I noticed two young men who stood out, arguing in jest about who had a better life based on seemingly superficial metrics - their wives' attributes, size of their salaries, number of possessions, etc. Naively confused about why these two would argue when everyone else was so happy, I glanced back to my father, who was shaking his head in disbelief. Noticing my reaction, he leaned in and softly whispered, "There will always be someone faster, stronger, or smarter than you. Be your best self, and you'll be just fine. Those two haven't figured it out yet, but you know better." I smiled. This simple lesson underscored a fundamental truth applicable in many of life's arenas: that genuine self-assurance comes from understanding and accepting our strengths and limitations, not external comparisons.

"People often have strong emotional reactions to what they perceive as challenges to their self-image or professional identity."

This childhood epiphany at the ballpark was more than just a

moment of delight; it was an early lesson in the value of focusing on our paths, a wisdom that resonates especially in environments where competition and comparison are rampant. Take our classmates, trusted colleagues in this academic journey we are all on. Due to high standards and even higher motivations, there are few schools like ours that inspire such an earned confidence while simultaneously and paradoxically fanning the flames of insecurity and self-doubt. We come from all walks of life, from diverse backgrounds, experiences, and education. Defining us is an insatiable desire to learn and grow, often rendering us the most competent person in the room, the most accomplished, or experienced. Whether recognized or not, it breeds a necessary confidence in our decision-making and leadership, perhaps even amounting to a healthy conceit. This certainty can be a powerful and valuable attitude when wielded correctly but can quickly lead to hubris if left unchecked, which invites adverse outcomes. What do you do then when you become part of or lead an all-star team almost entirely made up of societal alphas?

Your intuition would have you believe that it would be fantastic! Surely, these folks, who have repeatedly proven that they know how to lead, must know the best way to cooperate, collaborate, and contribute harmoniously. Unfortunately, you may instead witness sensitive egos bruised, temper tantrums flare, and hear words akin to sour grapes from grown and seasoned adults spill out. Instead of the grit Dr. Angela Duckworth so eloquently describes, you're more likely to witness apathy, frustration, antagonism, and disenchantment. To sum up a recent group discussion in a class by Dr. Carmine Gibaldi, an expert in organizational behavior and management, people often have strong emotional reactions to what they *perceive* as challenges to their self-image or professional identity. Add to that realization a small dose of the self-doubt mentioned above, and you may find individuals willing to go to extremes, brandishing their credentials like a rhetorical weapon, even stooping to cheap theatrics, gaslighting, victim-playing, and, sadly, overt falsehoods, all to end any confrontation on their terms. While an impressive spectacle in any other context, in this environment—where everyone is exceptional in their own right—such displays can lack depth and fail to resonate as intended, a jarring experience, no doubt, especially if one is accustomed to rational and less volatile interactions. It tends to reinforce the adage that people who dish it out can't take it themselves, even if the criticism is purely constructive and given with dispassion. To them, perception is reality.

"... a better approach to fostering a productive environment may require empathy and trust to be established from the outset."

Recognizing the visceral impact of perceived challenges on our self-image invites us to pivot towards more constructive, empathetic approaches in our interactions. How we respond to these triggers can redefine the fabric of our collective experience, steering us away from discord and towards collaborative harmony. While our instincts might lead us toward intuitive and reactionary responses when faced with such emotional challenges, a better approach to fostering a

productive environment may require empathy and trust to be established from the outset. It also requires a collective refocus on the ultimate strategy, which should always be to develop and protect your team. For example, when a member offers feedback, approach their suggestions with an assertive yet open mind and consider their perspective, demonstrating empathy. Trust is built when this openness is reciprocated, creating a foundation for effective collaboration. However, trust is a bold step and requires acceptance, amongst many things, that, for example, one is not privy to every machination or every decision and that although everyone has a role to play, not every idea is golden. As Dr. John S. Haywood-Farmer once wrote, "Consensus is normally not necessary. No one has to agree with anyone else."

Your team's strengths are in its diversity, and those talents and skills should not be squandered or used to divide but should instead be focused on the overall objectives. To employ these traits is to acknowledge the strengths and weaknesses of your groups and teams, even if just to oneself. Relying on these relationships, one should always treat each other respectfully and in good faith, always assuming best intentions. When it's done right, magic can happen.

"... our greatest strengths often emerge from collaborative diversity."

Often, the most groundbreaking solutions come from unexpected quarters. In a memorable instance of this openness to a team's talents and skills, I observed an Executive MBA class exercise with a close friend some time ago. In this exercise, teams grappled with a bottleneck challenge using paper airplanes to elucidate the concept. Amidst the conventional strategies, an unconventional solution struck me: why not streamline the process with a custom rubber stamp crafted to mark fold lines? This simple yet innovative approach dramatically expedited their task and distinguished their team, demonstrating how lateral thinking can sometimes 'break the test' and redefine success. It also led to my being made an honorary member of the team.

This experience with the EMBA team underscores the unexpected value that diverse perspectives can bring, even to a collective of accomplished individuals, highlighting that our greatest strengths often emerge from collaborative diversity. Because this team of accomplished professionals with similar corporate backgrounds



Photo by Wil Stewart



Photo by Samule Sun

had the propensity to employ similar analysis styles, their solutions also tended to be similar, if not identical. By relying on a fresh perspective, the team repelled notions of challenge and instead availed themselves of the advantage of diversity and inclusion.

Embracing diverse perspectives and valuing each contribution can transform our collective endeavors, turning potential friction into the synergy of collaborative success. We must resist the temptation of allowing confidence to shade perspective in such a way that we believe because we're proficient, experienced, or even gifted in one aspect of reality that somehow it translates to proficiency in other aspects. This folly is well documented by the Dunning-Kruger Effect, a cognitive bias where people overestimate their abilities. This effect, a vicious cycle, seems to express itself most in those who feel confident in their abilities due to extensive experience but are unaware of knowledge gaps, no matter how nuanced, and who rarely receive constructive feedback or correction, further reinforcing their perceived competence. In other words, one does not know what they do not know, but because it's never been a problem before, one assumes they know much. This is yet another reason why one should rely on the expertise of their team. What is more, it would not be unusual to have said person overreact to any attention being called to this deficit, vigorously defending an otherwise benign position on some inconsequential grounds, only to admit ignorance mere days later. Instead of trusting perceived competence, we should aim for a humbler approach across the board. To paraphrase Socrates, the only true wisdom is knowing you know nothing.

"Be kind to one another."

As we navigate our paths, let us cherish and apply the wisdom of our diverse experiences, embracing empathy, humility, and trust as beacons guiding us toward collective success. Be kind to one another. You never know what someone is going through or what they have to offer. Ultimately, you only have your memories and relationships to nurture you. Respect each other and trust in the diverse pool of talent and skill at your disposal because life is not a zero-sum game. There is plenty of room for everyone to be a winner. So, to my father, who passed away a couple of years ago, I say, "Thanks, Dad," and to my friends, I say, "Play ball!"



Photo by Hannah Busingi

Employee Ownership As A Strategic Staffing Solution

by Marina Onaca

The business world is witnessing a paradigm shift towards a more inclusive and resilient operational model: employee ownership. This concept transcends the traditional boundaries of ownership, infusing every employee with the spirit and responsibility of an owner. It's a transformative approach that brings to light the power of collective resilience and innovation, particularly highlighted during the challenging times brought about by the pandemic.

Companies with Employee Stock Ownership Plans (ESOPs) stood as beacons of adaptability amidst the crisis during the global pandemic, demonstrating how shared ownership fosters a culture of collective decision-making. This unity enabled businesses to pivot swiftly to remote work models, ensuring continuity and stability. The essence of employee ownership lies in its ability to forge a sense of belonging and investment in the company's future, resulting in higher job satisfaction, retention, and a vibrant, collaborative corporate culture.

Employee ownership's impact extends beyond a company's internal dynamics to promote a more equitable distribution of wealth. By enabling broader access to stock ownership, businesses can ensure that profits are shared among those who contribute to their success, fostering a more sustainable and equitable economic ecosystem.

As businesses navigate the post-pandemic landscape, adaptability, resilience, and inclusivity are more relevant than ever. Employee ownership aligns perfectly with these values, offering a growth model that is both innovative and sustainable. By empowering employees as stakeholders, businesses can harness their collective creativity and drive, paving the way for a future where companies survive and thrive through collaboration and shared success.

The journey towards employee ownership is not just about adopting a new business structure; it's about embracing a culture that values every member's contribution. Success stories like Publix Super Markets exemplify the potential of employee ownership to transform businesses into communities of motivated, invested stakeholders. As we move forward, the employee ownership model stands as a testament to the power of collective effort and shared prosperity, offering a blueprint for building resilient, inclusive, and thriving businesses in the post-pandemic world.

Productive Focus

by Kasra B. Tavakoli

A factor that affects many of us is the concept of workplace productivity. Although this may seem oblique, it is in fact quite the contrary. What may seem like a group of individuals who are working in a corporate environment quickly becomes a problem for many corporations.

On closer examination, it has been found that the use of social media has grown astronomically in these careers. Rather than working, many of these individuals spend countless hours browsing the internet. This is a critical factor that has troubled many companies in the modern age. One way the issue has been absolved has been through the implementation of salaries for employees. This is a concept that I am sure everyone who is reading the article today understands.

Many corporations have laid off thousands of employees in the immediate, most recently Cisco, because of this exact predicament. The lack of actual jobs for these employees is a real cause for concern. Large corporations no longer need employees who try to enforce a customer-centric system. They require expert individuals who have strong backgrounds in the fields they are studying, including high intelligence.

Employees who lack discipline in working with professionals are of no use to large corporations. It can serve as a warning for those who are getting paid that they must do the work that they are placing their name on. Sooner, rather than later, many of these individuals are laid off or simply fired.

The goal of this blurb has been to bring attention to the growing threat inside the corporate environment. By changing our daily activities, we can better suit ourselves for a place that requires our utmost attention. Having healthier diets, exercise, and taking care of ourselves translates into the care we have for the place where we work. Continuing to challenge ourselves to becoming better model citizens in the workplace is the only way that actual success can be reached.

Overcoming Challenges

Join our very own Kasra Tavakoli as he engages with Ryan Foland, the esteemed Director of the Entrepreneur Center at the University of California, Irvine. Together, they unravel the complexities of the 2008 financial crisis, offering an in-depth analysis of its profound impact on countless American lives.

Ryan Foland, a four-time TEDx speaker celebrated for his compelling insights, brings a wealth of knowledge frequently showcased in renowned outlets like Forbes and Entrepreneur. This episode is a cornerstone of a new series aimed at dissecting pivotal themes that influence our professional journeys. Join us as we explore diverse viewpoints and innovative decision-making strategies, all tailored to enhance management practices in response to critical market dynamics.

Click Here to Listen:

<https://podcasts.apple.com/us/podcast/episode-1-overcoming-challenges-the-2008-financial/id1733103850?i=1000647145829>

Synergy Solutions

by Luke Marchand

Let's talk about synergy. As business professionals, we face increasingly complex challenges driven by geopolitical instability, ecological vulnerability, and technological disruption. We have access to more information than ever before but struggle to process and validate this abundance. How do we thrive in such a complex landscape? I submit that synergy – collaboration that drives a result that surpasses the potential of individual efforts – is the solution.

In fundamental economics, we understand that economies prosper when individuals specialize, focusing on what they do best and supporting others in their efforts to do the same. This practice sheds inefficiency and drives maximal results. This principle rings true with teams and organizations. When members are positioned in their places of expertise and unconstrained in their ability to contribute to the collective, teams can unlock elevated potential.

As team members, do we isolate ourselves or engage the expertise of others? As leaders, are we empowering others, removing friction, and positioning our team members where they can be their most productive? As entrepreneurs and career professionals, are we trying to forge our own success without considering the relationships we have around us that could help us reach our goals?

This is a challenge for me and all of us independent players out there – take some time today to consider two things:

1. Whom can I assist in achieving a goal this month?
2. From whom can I seek assistance to achieve a goal this month?



Photo by Laura Ockel

Building A Strong Personal Brand For Professional Success

by Murielle M. Ungricht

With ten years of experience helping individuals transition careers, I can confidently say that standing out from the crowd in today's competitive job market is crucial for career success. A powerful tool for achieving this is personal branding. This has become necessary for every professional, not just for online entrepreneurs or influencers.

Your personal brand combines your skills, personality, experiences, beliefs, and values. It's the first impression you leave both online and offline. A strong personal brand can significantly impact your career success by:

Increasing your visibility: Helping potential employers, clients, and business partners find you and understand who you are and what you offer.

Building credibility and trust: A consistent voice and message across platforms establishes you as a reliable and valuable professional.

Attracting new opportunities: A clear and well-defined brand positions you as an expert in your field, leading to exciting career opportunities and possibilities.

How do you build a strong personal brand? Here are three key strategies:

1. Define your brand identity: Reflect on your voice, strengths, values, and career goals. What makes you unique? What do you want to be known for?

2. Build your online presence: Actively engage on relevant platforms – especially LinkedIn – by participating in online discussions, commenting, and sharing valuable content that shows your knowledge and expertise.

3. Network strategically: Online and offline, attend industry events, connect with professionals in your field, and create meaningful relationships. Networking helps to build your reputation, gain valuable insights about your industry, and uncover new career opportunities. But remember: it takes time, so don't give up!

As a professional, taking control of your career narrative is one of the most powerful things you can do to succeed. But remember, authenticity is key. Consistently communicate your value proposition, yes, but always stay true to yourself if you want to build a strong and sustainable personal brand.

Life By The Harvard Case Method

by Travis C. Mallett

The Harvard case method is undoubtedly the most widely used pedagogical tool in business schools today. But it just might supercharge your career if applied at home and at work. That's precisely what I experienced in several classes at HES. In MGMT E-4030 Leading Through Change with Dr. Harold Langlois I had to write a case about a personal challenge only to later pick it apart using readings from class. Applying the case method to my life resulted in far more insight than I had ever dreamed was possible.

It's a familiar routine for many HES students: A case concludes with a complex dilemma. Every option that first comes to mind seems doomed to fail. Your task is to apply the readings from class to the case. After citing tons of quotes and using various frameworks, you gain some clarity about some of the underlying issues. Previously unimportant threads now stand out as crucial. If you're like me, the resulting conclusion is satisfying and superior in every way to the initial reactions.

If taken out of the classroom, the case study method may just supercharge your career. So, what's the problem? For most of us, it's probably time. We need to carve out time for rigorous self-reflection to truly "live life by the Harvard case method." To hear more about this topic, check out [Episode 3 of The Management Theory Toolbox](#) where I discuss with Dr. Langlois about using this method to navigate complexity.



Photo by Alex Ponce taken at Fairchild Tropical Garden



Photo by Elijah Hail

Spotlight: Miami Beach, Florida



Photo by Jason Briscoe taken at Soho Beach House

On The Sea

by John Keats

It keeps eternal whisperings around
 Desolate shores, and with its mighty swell
 Gluts twice ten thousand Caverns, till the spell
 Of Hecate leaves them their old shadowy sound.
 Often 'tis in such gentle temper found,
 That scarcely will the very smallest shell
 Be mov'd for days from where it sometime fell,
 When last the winds of Heaven were unbound.
 Oh ye! who have your eye-balls vex'd and tir'd,
 Feast them upon the wideness of the Sea;
 Oh ye! who have your eye-balls vex'd and tir'd,
 Feast them upon the wideness of the Sea;
 Oh ye! whose ears are dinn'd with uproar rude,
 Or fed too much with cloying melody -
 Sit ye near some old Cavern's Mouth, and brood
 Until ye start, as if the sea-nymphs quir'd!

Chat Directory

HESMFSC has various WhatsApp chats for interacting with fellow club members.

Main Room – A big space to discuss professor experience & feedback, course related subjects, registrations, deadlines, curriculum/degree requirements, graduation, events organized by the committee or related to HES, etc., all through the lens of the club.

<https://chat.whatsapp.com/JbrRnWoSmS42GIC7GXL15u>

Chat Space – A more intimate space for informal conversations, networking, social postings, and other purposes through the lens of the club.

<https://chat.whatsapp.com/44TyDqS7JZs9brtHuQ1skS>

Regional Rooms – Spaces created for club members in particular regions.

Joining these rooms is possible once admitted into the main rooms.

Please note you may be asked for documentation before admission into rooms.



Chat Guidelines

To maintain a respectful and informative environment for all members, we kindly ask you to adhere to the following chat guidelines:

Relevance: All posts should be relevant to the HES Management & Finance Student Club and its membership. This can be direct (e.g., club announcements, upcoming events, finance queries) or indirect (e.g., general industry news, recommended reads).

Appropriateness: Before posting, please ask yourself, "Is this appropriate here?" If there's doubt, it's probably best to refrain.

Respectful Dialogue: Ensure your messages are respectful and considerate. This is a professional group, and all interactions should reflect that.

No Offensive Content: Posting content that is offensive, pornographic, or in poor taste is strictly prohibited.

Avoid Political or Inflammatory Topics: To maintain a harmonious environment, avoid topics that are politically charged, inflammatory, or could be considered divisive.

Stay On-Topic: While it's natural for conversations to veer occasionally, let's try to keep discussions focused on the club and its related subjects.

Report Concerns: If you find any content troubling or against these guidelines, please report it immediately to the group admins.

Accountability: Please be mindful that posts that violate, or could potentially violate, any of these guidelines may result in the content being removed. Continuous disregard for these guidelines may lead to the individual being kindly asked to leave the group or removed. Finally, whether a post or individual is removed is at the sole discretion of the group admins.

Adhering to these guidelines ensures that this WhatsApp group remains a productive, informative, and respectful community for all members. Thank you for your understanding and cooperation!"

Editor's Note: We're trying to thread a needle: post relevant topics and avoid irrelevant or unnecessary activity. All we ask is that we keep it civil, professional, and on point – as in, related to the club and those things of immediate effect, such as related events and such.

#Stolegate

by **Alex Ponce**

Stolegate. Just the word conjures images of what could have been. Like the sashes on prom royalty or pointe shoes for ballet, an item made of inexpensive satin has never been so sought after. Every day, someone in the chatspace will inevitably come up with the seemingly novel idea of having a custom stole made, only to have that dream dashed by a reference to that infamous event of not so long ago.

But what exactly happened? Is a detailed oral history necessary? Not really. After some sleuthing and talking with the players in an effort to mitigate residual damage, I came upon the rather tame tale of three individuals - the one who conceived the idea, the one who actively promoted the idea, and the artisan who took the orders for production - all decent and well-intentioned. In the end, the university's trademark & patent office intervened to put a stop to the unauthorized item. That's it. It's no *Epic of Gilgamesh*, but the story has legs.

Although many were upset with the abrupt end, chanting the mantra "but if it makes us happy, why not?" on auto-repeat, it overlooks the simple fact attacks on intellectual property rights come from all places, well-intentioned or otherwise. It also ignores that our university and school have a legal and justified right to protect its IP. For every unauthorized stole made by a graduate, at least five more individuals are producing unauthorized merchandise like t-shirts and hats and are selling it globally. It's an insidious form of theft, no different than photocopying a textbook or paying for a pirated copy of a movie.

What is lost in the conversation is that the mortarboard cap, silk gown, and master's hood are meant to be worn as is for the sake of dress uniformity. The regalia is elegant, sleek, and decidedly minimalist, with the only variation being in the subtle color of the crow's-feet emblem. That said, the university has approved stoles for recognized university-wide affinity groups. For those who want to wear a stole during the commencement ceremony but don't belong to a particular affinity group, please note the university has also approved a stole for those invited to join the Phi Beta chapter of Alpha Sigma Lambda, the national honor society for nontraditional students. See *Page 14*.

Please note that I am actively exploring this issue by working with student representatives and university officials to reach a possible resolution on a larger stage, which would benefit future graduates.

Ultimately, you'll look fantastic no matter the accoutrement, resting in the knowledge that you represented your group, program, school, and university by virtue of your presence.

MFC Awards

Please be advised that we are currently exploring the establishment of a club award that recognizes and celebrates the excellence within our membership, including for entrepreneurship. Stay tuned!

Global Networking Night

Global Networking Night (GNN) is an annual program bringing thousands of Harvard alumni together worldwide via events hosted by Clubs, Contacts, and Shared Interest Groups. These informal networking events provide alumni an opportunity to explore and expand their Harvard network.

GNN is on **Wednesday, March 13, 2024**. Visit the [Event Directory](#) to view local events as they are added. We hope you'll join us again this year!

For more information, go to:

<https://alumni.harvard.edu/programs-events/gnn>

Location-based Volunteers

To explore on-campus and remote options for live events, we need local assistance. If you or someone you know can act as a liaison, please let us know by emailing the board at: hesmfc@hesa.dce.harvard.edu

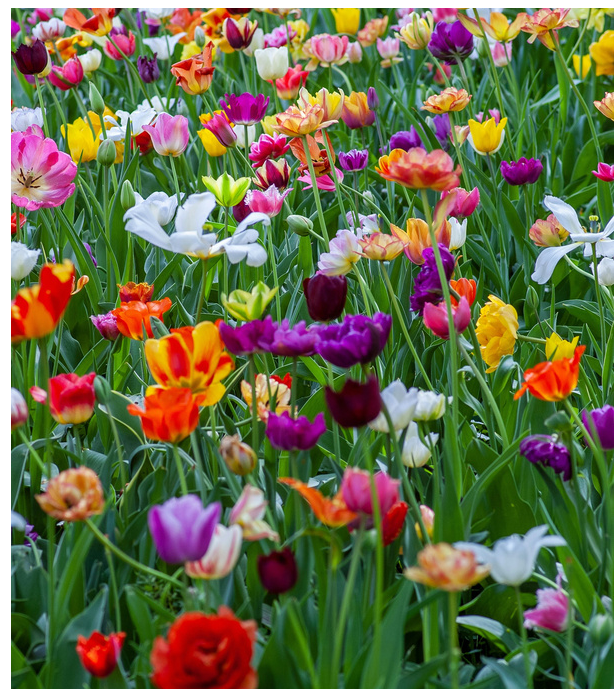


Photo by Yoksel Zok

Upcoming Webinars & Other Resources

CARC - <https://carc.extension.harvard.edu/upcoming-webinars/>



HBR Webinars

<https://hbr.org/webinars>

iLab - <https://innovationlabs.harvard.edu/events/>



<https://careerservices.fas.harvard.edu>

Commencement Regalia

The portal is now open for ordering your commencement regalia.

Have your graduation year, student ID number, height, weight, and chest and head measurements ready before ordering. Note that all dates are subject to change.

Rentals - The deadline to order is Sunday, April 7, 2024.

Regalia pick up Tuesday, May 14, 2024, to Thursday, May 23, 2024. Times and locations to be determined.

Cost is approximately \$57 to \$195, depending on options selected.

<https://harvardextension.shopoakhalli.com/purchasewizard>

Custom - The deadline to order is Tuesday, March 12, 2024.

Custom Orders processing time is 8 weeks, plus transit time (within the U.S.) For international deliveries, add 2 weeks.

Your shipment will also include a garment bag, free of charge.

Cost is approximately \$351 to \$518, depending on options selected.

<https://harvardfgext.shopoakhalli.com/purchasewizard>

Alpha Sigma Lambda Regalia

A representative from the Phi Beta chapter of Alpha Sigma Lambda Honor Society kindly advised as follows:

As inductees are selected from the top 10% of a graduating class, we must wait for the Spring 2024 grades before the society can determine the GPA cutoff for the given year.

Students are expected to be notified sometime during the week of May 13, 2024.

Further, the Phi Beta chapter provides the additional regalia items for Alpha Sigma Lambda inductees the week of Commencement.

Holiday Reminder

March 10 - 16, 2024 Spring Break - *No Classes*



Photo by Delphine Ducaruge

Tips? Ideas? Suggestions?

If you have an idea for a newsletter story or guest speaker, or you heard something that needs to be shared or looked into, please drop us a line at hesmfc@hesa.dce.harvard.edu.