Kauffman Fellows Program
Class 18 Session Guide
Module I

Dear Class 18 Kauffman Fellow,

Welcome. We are thrilled that you are joining the ranks of Kauffman Fellows. This brief field guide will let you know what to expect from your first module.

Module I Goals:

1. **Meeting:** You will get to know each other in a variety of settings and circumstances and will meet Kauffman Fellows from Classes 16 and 17, speakers, and staff of Kauffman Fellows.

2. **Grounding:** You will review a roadmap of what to expect over the two-year Kauffman Fellowship. You will gain a clear sense of what the values and objectives are for your fellowship, and how the seven modules form an integrated whole.

3. **Awareness:** Through lively discussion, informal social excursions, improvisational exercises, and personal feedback and analysis, you will come away with insights about how you work with others -- and how you are perceived by others in various environments.

4. **Inspiration:** Even as you are being challenged and stretched, you should come away energized and motivated about your work, your future, and about the people you are meeting.

Please call on us this week if you have any questions about the module or the program. I think you will be thrilled to meet your classmates in Class 18, as well as Classes 16, 17, and beyond.

Jane Chinen   Vincent Micciche   Kirsten Owens   Neddy Reyes   Bill Tobin   Phil Wickham
  Recruiting   *Associate*   *Fellows*   *Director of*   *Faculty*   *CEO*
  Coordinator   *Coordinator*   *Operations*

Session 1:
Fellows Introductions

Speakers: Bill Tobin, Strayer Consulting Group
                Phil Wickham (Charter Class), Kauffman Fellows

Session Goals:

To begin a dialogue on the role of a personal values framework when playing a leadership role in innovation. To delve further into the process of defining values and aligning them to personal development goals. To examine personal instances where values were challenged by ambiguity or pressure.

Questions to Ponder:

- What are the keys to building trust in partnerships?
- What are the costs and merits of investing in collaborative environments?
- Why proactively pursue a diversity of perspectives in innovative endeavors?
- What are the costs of failing to reward team members who produce the most?
- How does treating others as you would want to be treated pay off?
- How does one convert these noble aspirations into a working platform that accelerates personal and financial success?

Notes:

Session 2: Navigating Innovation and Career Impact

Speaker: Victor Hwang (Class 12), T2 Venture Capital
     Michael McCullough, MD (Class 14), Capricorn Healthcare and Special Opportunities (CHSO)
     Matt Mochary (Class 2), Mochary Group
     Jessica Owens (Class 12), Versant Ventures

Session Goals:

To gain insight into the career paths of four Kauffman Fellows. To understand the importance of defining "success" for yourself, and then mapping the terrain in which you will operate. Fellows will get a better sense of what it's like to live the life of an innovator: operator, investor, coach, teacher, philanthropist. To take away useful frameworks for making career decisions and to be inspired by seeing how much one person can accomplish with little or no resources.

Questions to Ponder:

- What is your definition of personal success?
- How important are the voices and opinions of others in creating that definition?
- Regarding personal success, how will you know when you've gotten there?
- What resources are available to help you get there?
- Do you consider the people in front of you to be "successful"

Notes:

Session 3: Program & Curriculum Overview

Speakers: Phil Wickham (Charter Class), Kauffman Fellows
                Bill Tobin, Strayer Consulting Group
                Lisa Solomon, Thirty-X Innovation Studio; US Partner, Business Models Inc.

Session Goals:

The first goal of this session is to kick-off the 2-year Kauffman Fellows Program (KFP) process, introduce the opportunity of the larger Kauffman Fellows Society, and review the layout and curriculum for this and future modules.

The Kauffman Fellows Program is a two-year installment within your larger lifelong learning process. One of the main pillars of the program is a focus on personal development in both industry (what you do) and leadership (how you do it) skills. This session will also outline the basic frameworks and models that will be fundamental to your development and learning. Some of these models will be explored more deeply later in this module; others will be introduced and developed over time.

Lastly, fellows will also use this session to help set expectations for the fellow and mentor and to start their development plan process.

Questions to Ponder:

- What is the Kauffman Fellows Program for me?
- What opportunities does the KFP afford me? My firm? My career?
- What can I contribute to the program?
- What are my goals and plan for the next: quarter, year, two years? My career?
- How did I arrive at these goals? Why these?
- How might the Kauffman Fellows Program augment my goals or help me succeed?
- What support structures (inside and outside the program) do I have to help me achieve my goals?
- What additional support will I need outside of the program to succeed?
- What does the concept of "fellow ownership of the program and the society" mean?
- What other development models have I been exposed to or used in the past? How might they blend or fit in with these new models?
- Am I comfortable with self-disclosure and learning processes?
- What is my current relationship with my KFP mentor? How might that evolve during the fellowship?
- What sort of support will I need from my coach during the fellowship?
- What are the high-impact areas from my 360 feedback that I can begin to work on as part of my development plan?
- What is the field project and how will it fit in to my development plan?

Notes:

Session 4: Design Leadership and the Capital Formation Process

Speaker: Lisa Solomon, Thirty-X Innovation Studio; US Partner, Business Models Inc.

Session Goals:

In recent years, the field of design has gained a lot of attention in as a strategic competency. The success of Apple, Square, Instagram and Airbnb suggests that design isn't just about making products and services look pretty. It's about seeing opportunities to meet unmet needs and build deep relationships with customers and partners in novel and profound ways often dramatically disrupting incumbent business models.

Design thinking is the process of creating new models to fit reframed opportunities through the lens of user and unmet needs. It is a process of innovation that invites ambiguity, challenge of the status quo, and suspension of suspension of disbelief throughout the process. It calls for empathy and assumption-testing, the courage to put unfinished ideas forward in collaborative ways, visual and associative thinking, and a willingness to learn from rapid iterations and productive failures. Many people comfortable with numbers, metrics, and quantitative analytics find the openness and boundary-crossing process disorienting. Yet, design is one of the most successful approaches to revolutionary innovation and personal growth.

This interactive orientation session will look at the strategic foundation of design and how it impacts our lives as consumers, producers and influencers. We will also explore how the design and "maker" mindset fuels innovation and capital formation process, regardless of the industry, geography and fund stage focus. Participants will leave with an understanding of design as a foundational theme that supports their learning, field project development and impact as a Kauffman Fellow.

Questions to Ponder:

- How do you define design? Where does it show up most in your life?
- What does it mean to be a "maker"? Where is this showing up in the innovation ecosystem? What opportunities does this present for investors and entrepreneurs?
- What is a design leadership mindset? Why does it matter today for entrepreneurs and innovation?
- What evidence are you seeing regarding the impact of design in the capital formation process?
- What design skills and tools do you currently use in your professional and personal activities? How can design make you a more effective leader?
- How can design support your experience and learning as a Kauffman Fellow?
- How can design help you articulate your vision for the future and the path to help you achieve your goals?

Notes:

Sessions 5: Who Are You, Essentially?

Speaker: Greg McKeown, CEO, THIS Inc.

Session Objective:

Get to know yourself and the members of your cohort in a meaningful way.

Prework:

Read the following Harvard Business Review blogs:

http://blogs.hbr.org/cs/2012/08/the_disciplined_pursuit_of_less.html

http://blogs.hbr.org/cs/2013/03/what_will_you_create_to_make_t.html

Please write down answers to the following questions before you come to the session.

- When have you operated with high levels of clarity in your life? (Times of flow)
- What have you operated with low levels of clarity in your life? (Times of frustration)

Notes:

Session 6:
Myers-Briggs Type Indicator (MBTI)

Speaker: Mike Normant, The Next Chapter

Abstract:

In this session, participants will learn about the Myers-Briggs personality type model and its multiple dichotomies. Through a series of experiential activities, Fellows will begin to identify their own Myers-Briggs type as well as learn more about the preferences of their peers.

Session Goals:

To increase self-awareness and to gain insight into your natural style when working with management teams, venture peers, senior partners, and your other friends and colleagues. To identify and confirm what energizes you, how you prefer to gather and access information, how you prefer to make decisions, and your preference for having plans or keeping your options open.

Questions to Ponder:

- On balance, do I prefer spending more time with my thoughts or more time engaging others?
- Do I generally provide practical information or novel ideas?
- Do I typically make decisions 'from the head' or 'from the heart?'
- When solving problems, do I tend to spend more time collecting information about the status quo, brainstorming possible solutions, logically analyzing those possible solutions, or considering the impact of those possible solutions on the people involved?

Notes:

Sessions 7:
Working with Conflict (TKI)

Speaker: Bill Tobin, Strayer Consulting Group

Abstract:

After learning about Myers-Briggs Types and their preferences, the fellows will consider how those preferences influence their natural approach to conflict through the Thomas-Kilmann Conflict Instrument. They will also begin to see other options for dealing with problems to accomplish more effective outcomes. Fighting and withdrawal are common patterns that cross age, gender and culture; diversity gets integrated through resolving conflict, yet most of us do not get any training in how to deal with conflict in a healthy fashion.

Session Goals:

To increase self-awareness and to gain insight into your natural approach to working with management teams, venture peers, and senior partners, and your other friends and colleagues.

To explore your approach to conflict and how it helps or hinders outcomes; this fast-paced session will shed light on your style of interacting with friends and family, colleagues, board members, and clients.

Questions to Ponder:

- If asked for my opinion about someone's work or idea, would I first tend to critique or acknowledge what's working?
- How do I approach problem-solving on my own? How about when including another? A group of colleagues?
- In what situations are my approaches to resolving differences effective? Where do I get in trouble?
- What values or motivations do I have for moving in those ways? Do my MBTI preferences give me any clues?

Notes:

Session 8: Improv Session Debrief

Facilitators: Al Samuels, Spark Creative
Lisa Barker, Stanford University

Session Goals:

To establish an "improvisational mindset"; increasing agility and speed in creativity and problem solving. To develop new skills and mindsets in interacting with entrepreneurs and boards. To master basic concepts of status relationships. To dovetail with sessions in future modules by refining executive presence skills and mindset and examine personal strengths and challenges in developing and conveying your personal brand.

Questions to Ponder:

- In your opinion, what typifies an authentic communicator?
- What barriers do I have (internally or externally generated) in bonding more effectively with others?
- What does the term "status" mean to me?
- What communication issues do I face in dealing with peers? With Boards? With entrepreneurs? With others? What is the pattern?
- Consider someone whose communication style you appreciate. What characteristics of their communication would you emulate?

Notes:

Session 9: Working Effectively with Feedback
(360 Debrief)

Speaker: Bill Tobin, Strayer Consulting Group

Session Goals:

A crucial part of any development planning process is to get feedback: from managers, peers, and people that work for us. This 360 view of us helps us identify high impact areas for improvement and also if we manage and communicate more effectively up, down, or across in our firms. Using real world feedback examples, fellows will learn how to draw up a development plan that addresses the themes that we collect from our colleagues' input.

Questions to Ponder:

- What are the major themes from my own feedback report? E.g., communications, decision making, dealing with conflict, etc.
- Have I heard similar comments in the past?
- How do I choose the 3-5 high-impact areas to focus on for my development plan?
- What surprised me in my 360 feedback (positive and negative)? Why?

Notes:

Session 10:
The Entrepreneurial Brain: Biology and the Bottom Line

Speaker: Janet Crawford, Cascadance

Session Goals:

To explore basic principles of human neural design and to directly apply neuroscience insights to building more intelligent, innovative and engaged teams. The session will explore:

- How the world of work has become out of sync with human biological design and the resulting challenges we face.
- The biology of emotions and emotional patterning; the importance of managing emotion and emotional climate in an organization.
- Effective change: what leaders need to know about how change and learning occurs in the brain.
- Cultural presuppositions about work and human performance which are at odds with what we now know from neuroscience; the fundamentally social orientation of the brain.

Questions to Ponder:

- What are our cultural assumptions about work? What is being "professional"?
- How is our lifestyle and environment different from 500 years ago?
- How does neuroscience contribute to the ability to develop and run high-functioning organizations?
- When and how do we acquire our unique emotional patterning? How do those patterns frame what we perceive? Why are they so often outside our awareness?
- What are emotions and why do we have them? At a brain level, what is the role of emotion in decision-making, motivation and influence? Are emotions contagious? How do moods affect thought and action?
- What practices enhance emotional resourcefulness and what practices degrade it?
- Why does logic not always prevail?
- How does learning happen? What makes learning stick?
- What factors are present in effective change processes?
- Why are habits hard to change, even when we logically understand that a change would be beneficial?
- What creates insight?

Notes:

Session 11: Emotional Competence Framework

Speaker: Aneel Chima, Palo Alto University/Stanford

Session Goals:

To understand the use of emotional competence training and how it can directly contribute to business success. To see the pragmatic value of emotional competence as demonstrated through a research project called M*aximizing Your Talent*. To get guided practice in aspects of emotional competence such as self-regulation, self-other-awareness, and becoming radically present. To learn simple stress management strategies for immediate use in optimizing performance.

Questions to Ponder:

- Are my values, behavior, and mood usually in alignment? What supports alignment? What takes me out of alignment?
- What self-care do I practice to handle my stress?
- Why is self-regulation so important for physical health, mental health, and optimal performance?
- How do I balance my personal and professional goals so that I use my time productively and nourish my own well being?
- What role does gratitude and appreciation play in my day-to-day life?
- What do I need to know and do to become more emotionally competent?
- How does emotional competence affect job performance?
- Am I happy?

Notes:

Session 12: Morning Keynote:
Venture Capital is Dead. Long Live Venture Capital

Speaker: Dave McClure, Founding Partner, 500Startups

Session Goals:

Dave McClure is a venture capitalist & founding partner at 500 Startups, an internet startup seed fund
and incubator program in Mountain View, CA. Since 2010, 500 Startups has pioneered a new model by
building a select group of more than 800 founders, 300 mentors, and 450 companies in 50 markets.
Dave and his team are focused on reinventing venture. During this session, Dave will not only talk about
his experience at 500 Startups, but also focus on the ways to disrupt the traditional vc model and the
importance of a global vc focus.

Questions to Ponder:

- Is traditional venture capital really dead?
- What changes might we see to the venture ecosystem the next 5 years?
- How should venture firms broaden to a more global focus?

Notes:

Session 13: Class 16 Field Project Presentations

Speaker: Daniel Blomquist (Class 16), Creandum
Yanev Suissa (Class 16), New Enterprise Associates
Keith Lenden (Class 16), FallLine BioVentures & Product Innovation Fund
Jorge Torres (Class 16), Silas Capital
Allen Taylor (Class 16), Endeavor Global
Jack Crawford (Class 16), Velocity Venture Capital

Session Goals:

In conjunction with finishing the modules, all Kauffman graduates are also required to submit a final field project. From the beginning, the guidelines for the field project are intentionally vague. Fellows are never told what to do, or how to present the information, but rather they are instructed to focus on something they care about deeply. At first, the sheer openness of the project is often met with concern, and yet each year, the fellows discover new and important topics to cover.

This year, Class 16 voted on the projects to showcase during the module. During this session, each of the selected fellows will share the key lessons and takeaways from their project. Unsurprisingly, the presenters will cover a wide range of subjects, including how to remake the patent system and how to think about including KPIs (Key Performance Indicators) for your life.

Questions to Ponder:

- If you had a field project to complete, what would you have done?

Notes:

Session 14: Fellows Fair

Session Goals:

During the interactive Fellows Fair, all Class 16 Fellows will be stationed at tables around the room to discuss their field projects. Session attendees will have the opportunity to discover the vast array of project topics, and interact directly with the Fellows to learn more about their particular projects in further detail.

Notes:

Session 15: Class 16 Fellows Panel
Global Venture Capital: Building & Capitalizing Startup
Communities Around the World

Moderator: Jorge Torres (class 16), Silas Capital

Panelists: Walid Bakr (Class 16), Abraaj Capital
                     Dan Becker (Class 16), Samsung Electronics
                     Daniel Blomquist (Class 16), Creandum
                     Everardo Camacho (Class 16), Capital Indigo
                     Hernando Guzman (Class 16), Latin Idea Ventures
                     Taka Hata (Class 16), Miraca Holdings
                     Richard Seewald (Class 16), ALPHA Associates
                     Salvo Mizzi (Class 16), Telecom Italia

Session:

Fellows from Class 16 will discuss startup community formation and startup community growth within their local regions. Fellows on the panel come from a variety of regions, including MENA, Italy, Mexico, Europe and China.

Panel A: Panelists will focus on startup community formation. Fellows will discuss the contours of startup communities around the world, while addressing the challenges and opportunities for capital formation in specific regions. During the session, we will cover seed stage investing, founder quality, access to startup capital, and other topics.

Panel B: This session will focus on startup community growth. Fellows will discuss how companies in their regions scale to exit, how companies access growth capital and public markets, and the role investors are playing at the later stages of a company's life cycle.

Questions to ponder:

- Are incubators and accelerators important assets for young companies?
- What are the best practices for incubators and accelerators?
- Is an active seed stage investing community necessary for a robust startup ecosystem?
- What lessons from Silicon Valley are broadly applicable to other regions?
- Which lessons from Silicon Valley are not applicable to other regions?
- What role can the government play in supporting startups?
- How can companies in the same region support each other?
- How can investors play a role in supporting new ecosystems?

Notes:

Session 16: Afternoon Keynote
Innovation Using Startups out of Research Universities

Speaker: Bob Metcalfe, Professor of Innovation, University of Texas at Austin

Session Goals:

In 1973, 40 years ago, Bob invented Ethernet at the Xerox Palo Alto Research Center. He left Xerox for Silicon Valley where he founded 3Com Corporation in 1979, raised venture capital for 3Com starting in 1981, and took 3Com public in 1984. 3Com did $5.7 billion in revenue during 1999, and in 2010 became part of HP.

In his third career, during the 1990s, Bob was a publisher-pundit at IDG writing an internationally syndicated Internet column in InfoWorld. During the 2000s, he was a General Partner of the multi-billion-dollar Polaris Venture Partners.

Dr. Metcalfe is a Life Trustee of MIT, a member of the National Academy of Engineering, and a recipient of the National Medal of Technology.

During his session, Bob will profess innovation using startups out of research universities. He will give an update on what he calls the Doriot Ecology and its major species: funding agencies, research professors, graduating students, scaling entrepreneurs, venture capitalists, strategic partners, and, god bless them, early adopters.

Notes: