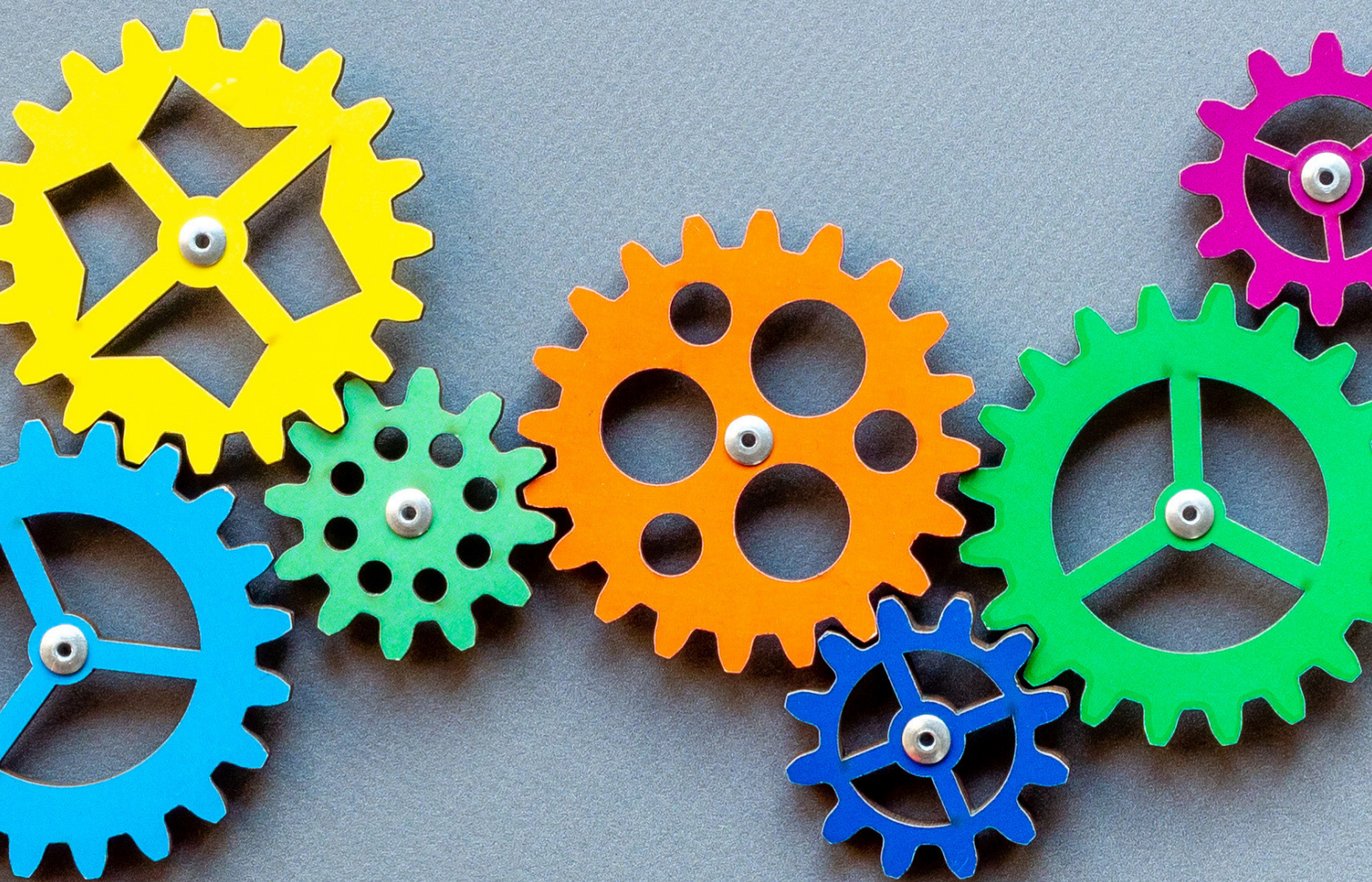


BUSINESSES FOR INCLUSIVE LOCAL THRIVING (BILT) LAB



MIT MANAGEMENT
EXECUTIVE EDUCATION

executive.mit.edu/bilt



WHEN

TBD

PRICE

\$4,900 per participant*

Teams of 3: \$12,495

Teams of 4: \$16,660

Teams of 5: \$20,825

**Individual participants are welcome, but we encourage companies to send teams of three or more for maximum impact (and savings).*

WHERE

Hybrid: Cambridge, MA and Live Online

EXECUTIVE CERTIFICATE TRACK

Management and Leadership

BUSINESSES FOR INCLUSIVE LOCAL THRIVING (BILT) LAB

The BILT-Lab is an action learning opportunity for business leaders who want to develop a future-ready talent strategy and accelerate regional innovation and resilience by making targeted place-based investments in regional workforce and innovation.

The course will bring together place-based “anchor” companies and large employers, along with their local partners, who want to develop a future-ready talent strategy and accelerate regional innovation and resilience by building diverse regional talent pipelines; reducing barriers to workforce participation; creating quality jobs; and boosting energy security and ecosystem health. Ideal participants are invested in creating future-ready organizations and in building the prosperity of their local communities. Participants should be willing to approach problems with curiosity and share experiences openly with peers to support shared learning.

Led by experienced teachers, researchers and industry-tested professionals, BILT-Lab will help participants identify and highlight impactful, place-based investments that produce measurable economic, social, and environmental outcomes. Participants will learn about and implement solutions for talent development and community health that companies can deploy inside their walls as well as outside in the communities where they operate.



WHY BILT FOR EXECUTIVES?



BILT-Lab will guide participants through creating the following:

- **Strategic Alignment Analysis:** Participants will examine their company or business unit's strategy, as well as their talent and sustainability goals, and how they align with their region's economic innovation and sustainability strategy. Leaders will identify one or more areas of opportunity for their companies and for their region.
- **Performance Goal Identification:** Participants will define and tell a clear story around a performance goal that represents a challenge for their organization and for themselves personally.
- **Implementation and Stakeholder Engagement Plan:** Participants will draft a 30-day action plan to advance the performance goal, including internal actions and external outreach as needed to build industry-wide and cross-sector collaborative partnerships. Because innovation, talent, and sustainability issues can rarely be tackled by one organization alone, this will include an assessment of the key external stakeholders who must be engaged and initial action steps to take in the next quarter. Companies are encouraged to bring leaders of partner organizations in their communities into the BILT-Lab.

IDEAL CANDIDATES FOR BILT

- Human Resources/People Managers
- Corporate Planning and Strategy Executives
- Community Relations Managers
- Chief Sustainability Officers or designees
- Executive VPs
- COOs
- VPs of Talent Development, Recruitment, Workforce
- Leaders of community partnership organizations, including chambers of commerce, foundations, and organizations committed to clean energy and talent development at local, state, and regional levels
- Other senior managers with leadership responsibility

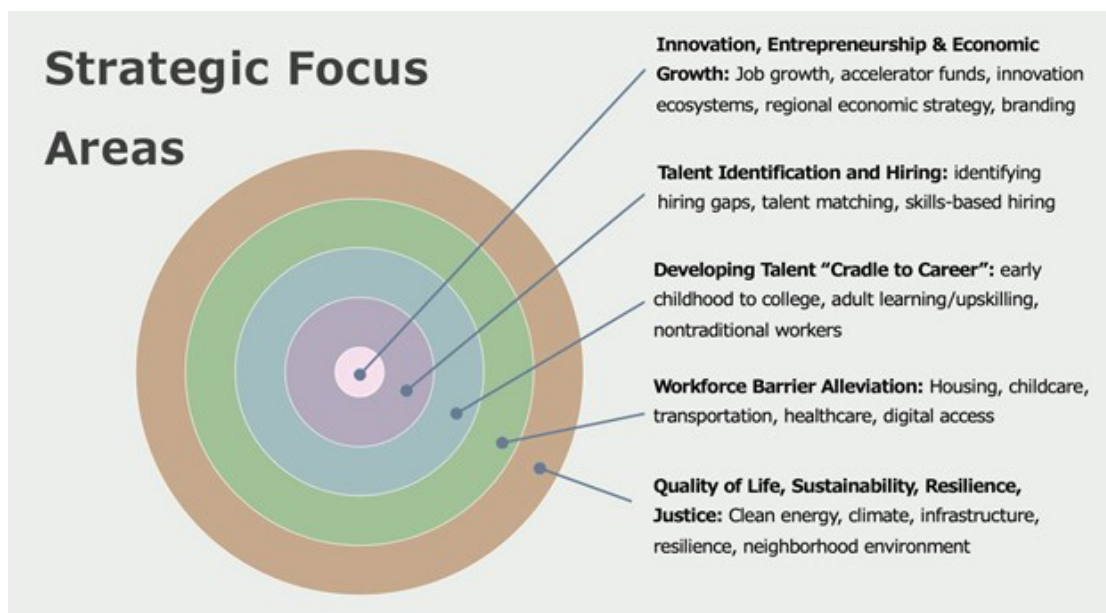
Individual participants are welcome, but we encourage companies to send teams of two or more for maximum impact. More than one company from a region can send participants if they share the same talent needs and challenges. Multi-company, or regional, participation is encouraged to represent the strength of the energy sector in your region.

Learn more: executive.mit.edu/bilt

COURSE HIGHLIGHTS



- This course is delivered in a hybrid model with one in-person session on the MIT Sloan campus in Cambridge, MA; the remaining sessions will be online.
- BILT-Lab will guide company participants leaders of community partner organizations through a process to 1) identify what elements of their company's strategy tie into the region's economic growth and sustainability strategy, 2) identify high-leverage moves to train and hire related sources of diverse, high-potential talent in the community and region, and 3) design appropriate long-term community engagement plans that advance company strategy and generate positive local benefit.
- Participants will define and advance a performance goal that is aligned with their existing priorities and represents a challenge for their organization and for themselves personally. BILT-Lab faculty, coaches, and peers will support participants to make measurable progress on their goal and preparing a plan for continuation after the conclusion of the course.
- Participants will learn through a variety of formats including content delivered by guest speakers and academic experts, executive and peer coaching, session prework, dialogue and learning forums, and presentations that they will prepare and deliver onsite.
- Participants will have access to an MIT faculty member and coach to support them in accomplishing their course objectives, plus support from MIT Sloan Executive Education to answer administrative or technical queries.
- Participants will earn a certificate of course completion from MIT Sloan Executive Education



An example of how local issues are nested, starting with the core of economic growth and talent development.

SAMPLE SCHEDULE



Sample outline of each week in the BILT Lab:

- Live Online: 3-4hours
- Onsite (Cambridge, MA): Two-day in-person delivery
- Optional Virtual Office Hours

DAY 1 (ON CAMPUS)

8:30am - 6:00pm

TABLE SETTING (1.5 hrs)

Participant introductions, issue definition, and goal identification individually and in small groups.

CORE CONTENT & FRAMEWORKS (2 hrs)

Expert teaching, panels, and guided working sessions with academic thought leaders, industry experts, and business leaders.

LUNCH ONSITE

PEER & BEST PRACTICE BREAKOUTS (2 hrs)

Facilitated break-out sessions with like-minded organizations, sharing of best practices and hardest challenges. Facilitated small group peer case clinics.

CORE CONTENT & FRAMEWORKS (1.5 hrs)

Expert teaching, panels, and guided working sessions with academic thought leaders, industry experts, and business leaders.

REFLECTION & FIRST ACTION STEPS (30 mins)

Peer discussion and key shared insights. Initial identification of action steps.

RECEPTION

DAY 2 (ON CAMPUS)

8:30am - 4:30pm

CORE CONTENT & FRAMEWORKS (1.5 hrs)

Expert teaching, panels, and guided working sessions with academic thought leaders, industry experts, and business leaders

ORGANIZATIONAL ASSESSMENT (2 hrs)

Facilitated process: Break Up, Shake Up, Make Up, and Commit – what internal practices and external partnerships do you want to continue, stop, refresh, or innovate. What do you want to commit to doing now?

LUNCH ONSITE

STRATEGIC PLANNING (2 hrs)

Guided strategic planning session facilitated by MIT faculty, with peer and expert coaching.

RAPID CYCLE WRITE-PITCH-EDIT (1.5 hrs)

Write up your strategic plan and present it to faculty and peers. Receive feedback and incorporate edits into your plan



MEET THE CO-FOUNDERS



KATE ISAACS

MIT Sloan Senior Lecturer

Kate Isaacs advises senior leaders and teams on organizational strategy and innovation-focused stakeholder partnerships that generate economic and social value. She draws on design thinking, system dynamics, and developmental psychology to help leaders create conditions for collective intelligence, agile performance, and transformative change. She is a Shadow Work coach who focuses on the positive potential in people and organizations—transforming obstacles and habits that block people’s natural orientation towards creativity, growth, and health.



TOM GIORDANO

Executive Director, Partnership for Rhode Island

Tom Giordano is an experienced advisor to CEOs and Governors and a nationally recognized fundraising and social impact executive focused on creating spaces for collaboration around infrastructure, sustainability, education and the workforce. He holds a bachelor’s degree in political science from Providence College and an MBA from New York University’s Stern School of Business. Tom is a resident of Rhode Island and serves as a local volunteer and public school parent.

FEATURED FACULTY



PHIL BUDDEN

MIT Sloan Senior Lecturer, TIES

Phil Budden focuses on innovation-driven entrepreneurship (IDE) and innovation ecosystems. His approach combines academic, historical and real-world perspectives on how different stakeholders can all contribute to building successful innovation ecosystems.



ROBERTO FERNANDEZ

MIT Sloan Professor Post Tenure of Organization Studies

Fernandez currently serves as the co-director of the Economic Sociology PhD Program and served as the head of the Behavioral and Policy Sciences area from 2008-2010. His research focuses on the areas of organizations, social networks, and race and gender stratification. Fernandez has extensive experience doing field research in organizations. His current research focuses on the organizational processes surrounding the hiring of new talent.



DAVID A. FOSTER

Distinguished Associate, Energy Futures Initiative

David Foster is a Visiting Scholar at the Massachusetts Institute of Technology's Energy Initiative where he has written extensively on climate policy and social equity for the Roosevelt Project. Previously, Foster served as Senior Advisor to U.S. Secretary of Energy Moniz from 2014-2017. Prior to working at the Department of Energy, he served as the founding Executive Director of the BlueGreen Alliance (BGA), a strategic partnership of 14 of America's most important unions and environmental organizations with a combined membership of 14.5 million.



MALIA LAZU

MIT Sloan Lecturer, TIES

Malia Lazu, an award winning, tenured strategist in diversity and inclusion has sparked deep economic development and investment in urban entrepreneurship for over twenty years. In her most recent role as EVP and Regional President at Berkshire Bank, Malia worked to generate wealth for communities by expanding access to capital and spurring economic growth—especially in communities of color that have traditionally been left behind.

**Faculty may be subject to change.*

FEATURED FACULTY



CEASAR MCDOWELL

Professor of Practice of Civic Design, MIT

Cesar McDowell is a Professor of the Practice of Civic Design at MIT and Associate Head of the Department of Urban Studies and Planning. He is also Associate Director of the MIT Center for Constructive Communication, and Chair of the Master in City Planning Program within DUSP. Caesar teaches on civic and community engagement and the use of social technology to enhance both. His current work is on the design of civic infrastructures and processes to connect the increasingly demographically complex public. He co-hosts the WeWhoEngage a podcast series on civic design.



CHRISTINE ORTIZ

Former Dean of MIT Graduate Education

Christine Ortiz is a higher education leader, board director, nonprofit trustee, professor, engineer, former dean, and social entrepreneur with a passion for emerging integrative research, transformative pedagogies, social mobility and impact. She has led large cross-disciplinary teams and research grants. She also participates in board service across sectors and has experience in executive leadership, corporate governance, capital allocation, government and regulatory affairs, international business, strategic planning, and community engagement..



SHIRA SPRINGER

Lecturer in Managerial Communication, MIT Sloan

Shira's teaching and research focus on leadership communication, sports strategy, and storytelling. She's also a journalist. Her columns, features, and essays appear in a variety of publications, including the Sports Business Journal and The New York Times. Her writing often addresses issues at the intersection of sports and culture, especially women's sports and gender inequity.

**Faculty may be subject to change.*



GUEST SPEAKERS



JENNIFER BENSON

Principal at TSK Associates

Jennifer is a policy expert who teaches business leaders how to influence legislation and public policy. At TSK, she advises renewable energy clients on how to impact Massachusetts decarbonization efforts. Before joining TSK, she served for three years as President of the Alliance for Business Leadership (ABL), and for 11 years as an elected Massachusetts State Representative.



DICK GOCHBAUER

Co-Founder, CLAOC Managing Partner, SoCal Master Fund

Dick Gochbauer is Managing Director and Board Member at Southern California Master Fund, which supports entrepreneurial innovation, and Co-Founder of the CEO Leadership Alliance, Orange County California, which helps shape a positive future for all OC residents. Dick retired in May of 2011 as Chief Executive Officer of Essendant, a Fortune 500 wholesale distributor of office and business products in the US, and currently serves on multiple company boards.



BRAD HEWITT

Retired CEO, Thrivent Financial

Brad Hewitt served from 2010 to 2018 as CEO of Thrivent Financial, a Fortune 500 company and the country's largest fraternal benefit society. He serves on multiple boards, has chaired Habitat for Humanity, and served as co-chair of the Itasca Project in the Twin Cities, now part of Greater MSP, an employer-led civic alliance focused on building a thriving economy and expanding prosperity for all.



FRANCESCA IOFFREDA

Founder, Breakthrough Strategy Partners; Nonresident Senior Fellow, Brookings Metro

As CEO of Breakthrough Strategy Partners, a consulting firm focused on economic development, Ioffreda has supported regions on their place-based development strategies for the Economic Development Administration's \$10B Tech Hubs program and worked with business and civic alliances across the country to develop shared impact models to address talent and opportunity gaps. As a Senior Advisor to the Bloomberg Center for Cities at Harvard University, Ioffreda is helping create an economic development curriculum and strategy for the Center's future expansion.

**Guest speakers may be subject to change.*

GUEST SPEAKERS



BRUCE KATZ

Co-Founder of New Localism Advisors

Bruce J. Katz is an expert in helping cities define unique, differentiated strategies and create convincing applications that attract major federal funding. The organization he co-founded, New Localism Advisors, helps cities design, finance and deliver transformative initiatives that promote inclusive and sustainable growth.



FRED KELLER

Founder of Cascade Engineering

Fred Keller started in Grand Rapids, Michigan in 1973 with a belief that treating employees with dignity and respect is fundamental to business success. He is a co-founder and chair of TalentFirst, a catalyst for the development of an integrated talent system to meet employer needs throughout 13 West Michigan counties. He serves on multiple boards, and served as co-chair of K-Connect, a Kent County collective impact systems change collaborative.



MADELINE SCHOMBURG

Director of Research, Energy Futures Initiative

Dr. Madeline Schomburg's research focuses on energy justice, examining access and inclusion in policy processes, and decision-making. Most of her work has focused on domestic unconventional oil and gas development, investigating the role of interest groups in mobilizing constituents to participate in political processes, and the role of policy entrepreneurs in diffusing relevant policies throughout the United States. She is broadly interested in human-environment interactions and the ways in which people mobilize for change around environmental policy problems, particularly in the context



JOHN RICE

First Nations Elder Knowledge Keeper, Orillia, Canada

John Rice is a Ojibwa and a 3rd Degree member of the Three Fires Midewiwin Society. He has made it a life passion to study the "Mlikaans" Teachings which are about the whole development of the human before, during and after life. John is a Storyteller, Big Drum Carrier, Ceremonialist, Singer and Dancer who brings a unique perspective on "place" to place-based talent development and systems change.

PROGRAM REQUIREMENTS



Successful participants will be committed to the following:

COMMITMENT TO OPPORTUNITY

Dedication to diverse talent pipelines, closing the opportunity gap, and driving inclusive economic growth

COMMITMENT TO REGION

Lifting up not only your internal needs, but local and regional needs as well

COMMITMENT TO SHARE

Come curious, able to listen and learn, and willing to support shared learning

SPEAK WITH A PROGRAM DIRECTOR



Meg Regan
Senior Director,
Executive Programs

If you are interested in the BILT-Lab for you or your team and would like to speak with a Program Director, please email **Meg Regan** at maregan@mit.edu to schedule a one-on-one call.



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One Main St, 9th Fl
Cambridge, MA 02142
Tel: 617-253-7166
sloanexeced@mit.edu

Learn more: executive.mit.edu/bilt