

Think Bravely FAQ

- **Please tell me about the "Think Bravely" concept.**
 - "Think Bravely" underscores our belief that business can be bravely led, passionately collaborative and world-changing.
 - It's a reflection of Kellogg's heritage and the strong direction in which the school is headed.
 - It's about making a difference in a way that is uniquely Kellogg—incorporating our passion for collaboration, pioneering spirit to take on problems, and a deep belief that business is the vehicle for advancing society.
- **Why was new language identified to articulate the Kellogg brand?**
 - Kellogg has always balanced the study of markets with management, valued people and analytics, and believed in the power of the team in addressing the most challenging problems confronting business and society.
 - This language nods to Kellogg's heritage while articulating our belief that business can be bravely led, passionately collaborative and world changing.
 - We feel as though the "Think Bravely" positioning more clearly describes and stakes Kellogg's value proposition in today's environment.
- **Does this new language mean Kellogg is positioning itself differently?**
 - Kellogg has long touted the values captured in this campaign.
 - We are building on this heritage for our second century, focusing on:
 - The architecture of collaboration: how to catalyze people and resources; how to make things happen in business and society.
 - Markets: understanding value creation and focusing on human wants and needs that drive the market.
 - Art and science of innovation: creating new ideas in organizations around markets and executing on them to make change happen.
 - Public/private interface: understanding that successful organizations require a strong understanding of and sensitivity to the legal, regulatory and political environment.
- **What does it mean to think bravely?**
 - It means thinking creatively and challenging convention and traditionally-held assumptions about the relationship between business and society.
 - It means believing that only through the power of the team will tomorrow's business leaders positively impact the world.
 - In the end, it means changing lives and the world, moving markets, and pushing organizations, teams and individuals to be better and stronger.
 - Thinking Bravely implies a creative tension between action and reflection. It's about transformative leadership.
- **What makes Kellogg different?**
 - Our grounded wisdom that marries the power of analytics and people.
 - Our courageous and collaborative spirit that embraces and mobilizes the power of the team.
 - Our pioneering vision that challenges convention and drives change across organizations, industries, markets and communities.



- **How does Think Bravely link to Kellogg's strategy?**
 - Think Bravely is one way to demonstrate who we are, what we stand for and, most importantly, where we are headed as an institution.
 - It is an essence and mindset that complements Kellogg's purpose statement, and serves as a guidepost as the school moves forward in its strategic planning process.

- **What is Kellogg's purpose statement? Was it developed at the same time as the brand rearticulation?**
 - To educate, equip and inspire leaders who build strong organizations and wisely leverage the power of markets for the betterment of all. The world will know us for:
 - Our grounded wisdom that marries the power of analytics and people;
 - Our courageous and collaborative spirit that embraces and mobilizes the power of the team;
 - Our pioneering vision that challenges convention and drives change across organizations, industries, markets and communities.
 - The purpose statement was developed in tandem with the brand rearticulation.

- **How does Thinking Bravely relate to how Kellogg teaches its students?**
 - Our goal is to educate, equip and inspire our students to build strong organizations and leverage the power of markets.
 - In teaching students to Think Bravely, we focus on four things:
 - Ensuring they understand how to catalyze people and resources; how to make things happen in the world and business. This entails an understanding of teamwork, negotiations, organizational design, social networks, media, and all things that bring people together to generate collective action.
 - Teaching them about markets, and particularly the demand curve: understanding models for value creation and focusing on human wants and needs that drive the market.
 - Instilling them with an understanding of the art and science of innovation: creating new ideas in organizations around markets and implementing them to make change happen.
 - Cultivating in them the wisdom to understand the importance of the public/private interface: understanding that successful organizations require a strong understanding of and sensitivity to the legal, regulatory and political environment.

- **Does this mean Kellogg is moving beyond its legacy as a marketing/teamwork school?**
 - We are embracing our heritage *while* articulating the qualities that differentiate Kellogg in the 21st century.

- **How should community members continue to embrace the notion of Thinking Bravely?**
 - Prospects: By rising to the challenge and choosing to learn with us at Kellogg.
 - Students: By leveraging their Kellogg education to prepare themselves to be organization builders.
 - Administrators: By providing best-in-class service and support to students, faculty and other stakeholders.
 - Faculty: Through pioneering research and innovative teaching.
 - Alumni: Through contributions to business and society.