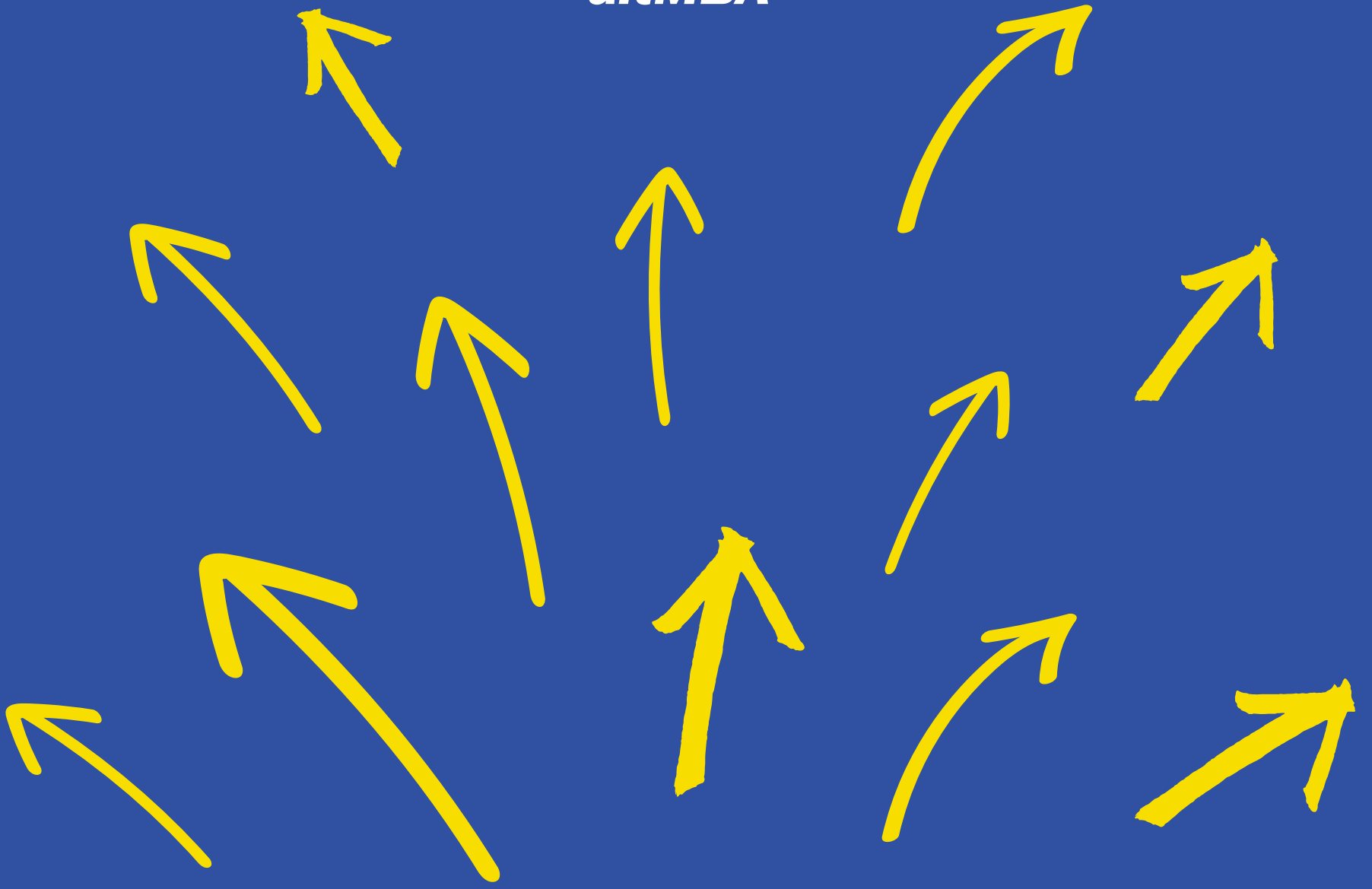
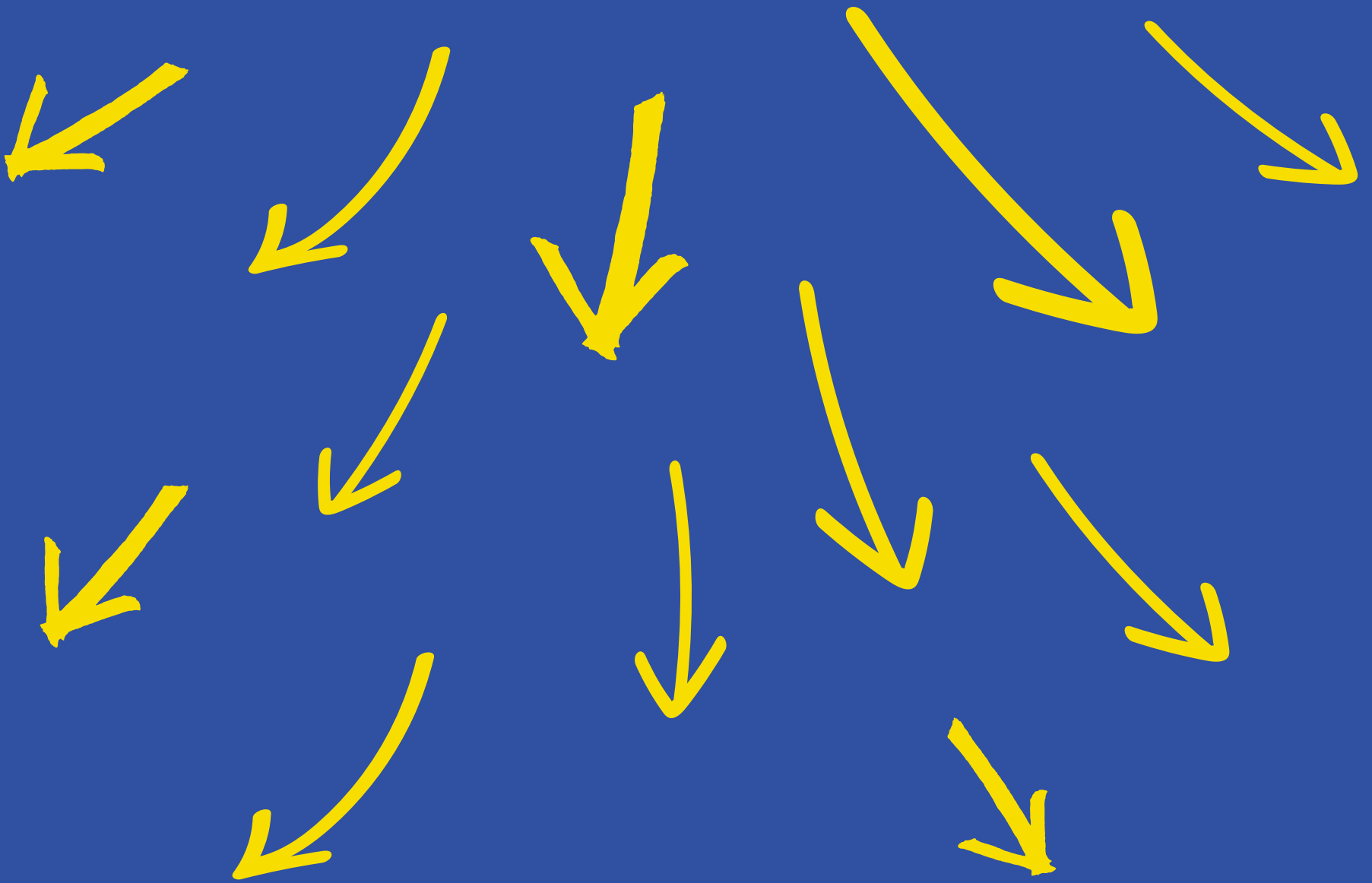


altMBA



# onward

continue your altMBA journey



*This workbook was created in celebration of the 50th session of the altMBA. It's designed to be a tool to help you continue your altMBA journey with others. Feel free to share it with fellow Ravens and friends beyond.*

*Onward!*

# You finished the altMBA! Now what?

A package showed up at your door, bursting with ideas, books, and a postcard laying out the guiding tenets of the altMBA: dance with fear, do the hard part first...

Remember those? That was just the beginning...

What started as curiosity and uncertainty developed into a deep understanding of what those statements meant for you and your work. And now we get to reaffirm the magic of showing up and shipping work that matters.

In the pages that follow, we'll be revisiting each of the altMBA guiding principles. In between, we'll invite you to bring your beginner's mindset to a series of prompts. What's special is not only the conversation you'll have with yourself on the page as you write... it's inviting others into the conversation and collaborating together. Revisit the joy that comes from connecting with others over ideas and what they bring up for you.

**What's inside this workbook is an invitation.** An invite to explore, to leap, to grow...

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# How to use this workbook



## Do it yourself

Fire up your favorite writing device or grab a good ol' pen and paper. Read the prompts and write down your answers.



## Invite others to collaborate

You'll get the most out of the workbook if you do the prompts with others.

Pick a prompt or two and connect with other altMBAers and your friends on a video call (Zoom, Google Meets, etc.) and share reflections and generous feedback with each other.

Here's one way to run your huddle. Feel free to steal like an artist or create your own agenda.

Sample Agenda *30 minutes* | *3–6 people*

- Intros and icebreaker. (*5 mins*)  
(*Icebreaker idea: Among your friends, what are you known for?*)
- Choose one person to read the prompt. (*2 mins*)
- Silent reflection: Jot down your insights and takeaways. (*5 mins*)
- Go around the room and have everyone share their insights and ideas. (*10 mins*)
- Finish up reflecting on what other people's insights brought up for you and giving generous feedback. (*5 mins*)
- At the 30 minute mark, you can go for another round with a second prompt or do a quick check out with everyone and then carry on with the day.

**Go make a ruckus!**



## **I will do the hard part first.**

“I started inviting myself and letting my art be part of the conversation, instead of watching from the sidelines. When I went all in on this concept, things started to shift and I began to grow as a person and as a leader.”

*Chrissanne Long*



# Make space for each other.

## → Prompt | 1 of 8

*altMBA celebrates the practice of creating a space where you can be vulnerable and model the behaviors you want to bring to the world.*

As Ravens, we work to:

- Contribute to the creation of spaces where everyone can be seen.
- Share generously and listen deeply.
- Consider sharing our voice with the group if we tend not to speak a lot.
- Create a welcoming environment for those who are less vocal if and when they choose to share.

## Action

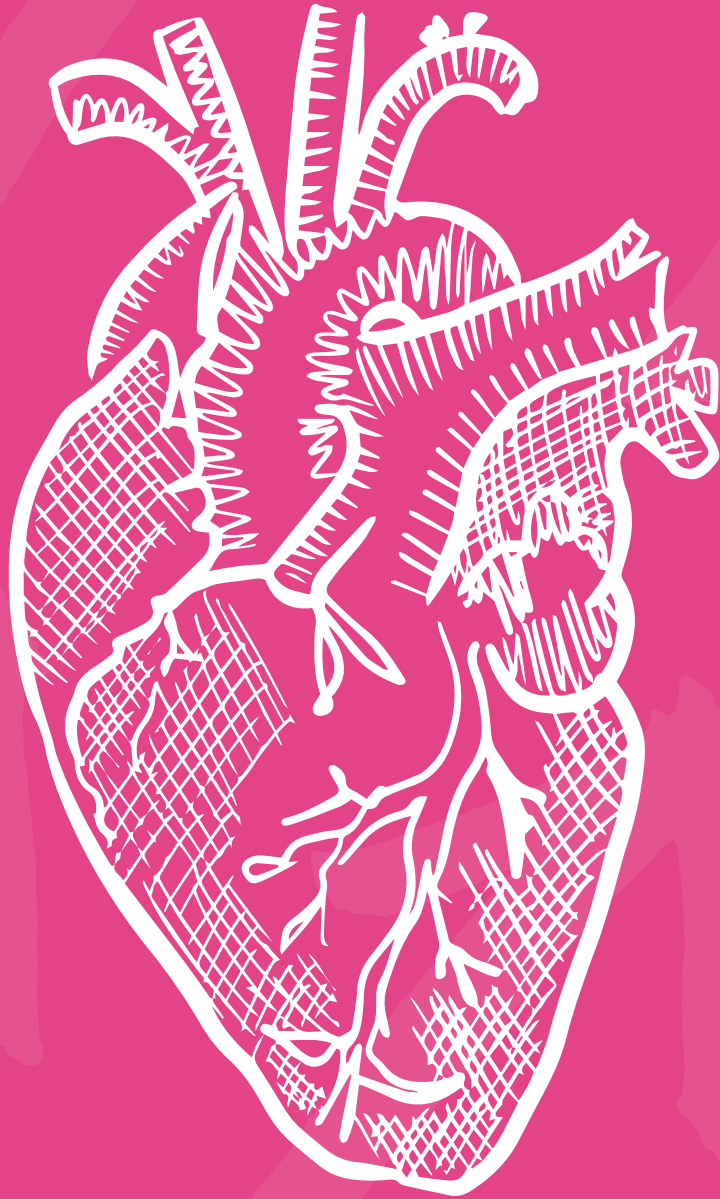
Share a few reflections on these questions:

- What's the hard part in making space for each other?
- How can you do the hard part first when contributing to the creation of spaces where everyone can be seen?

## Bonus

Describe a space you've experienced that fosters this kind of connection.





## **I will embrace emotional labor.**

“I understand the need to do the emotional work and can see the value in my unique perspective when it is applied for the good of others.”

*Christopher A. Fusselman*

# Choose love.

## → Prompt | 2 of 8

*Our days are fluid, complex, uncertain and full of human-to-human communication. Leadership today takes empathetic communication and interpersonal emotional skills.*

As Ravens, we work to:

- Pay attention to our emotions.
- Let people in.
- Care, respect, and trust those around us.
- Have honest and open conversations.



## Action

Write a short assertion on the role you believe emotions play in the future of leadership.



## Bonus

With your assertion, create a [six-word memoir](#). Six words – not more, not less.



**I will think of myself  
as the type of person  
who can and does.**

“I take the leaps in front of me and believe I’ll land.”

*Ivan Kuo*

# Get curious.

## → Prompt | 3 of 8

*There's magic in opening yourself up to a different way of seeing things, and considering what else might be possible in any given moment.*

As Ravens, we work to:

- Speak from our own experience.
- Make sure we're not generalizing to entire groups of people or presuming anything about someone else's experience.
- Speak with "I" statements and questions (I believe, I wonder, I struggle with, I was hurt by, etc).
- Reflect on the social identities we carry that impact our experiences.

## Action

Write a few reflections on these questions:

- What identities contribute to your capacity to be a person who can?
- What's something right now that you're working on that might not work?

## Bonus

Attitudes are skills. What attitudes might you practice that will help you believe you can?



**I will have a posture  
of generosity, giving  
without hope of getting.**

“I have the confidence to show up generously,  
thoughtfully, and the discipline to keep going.”

*Omar M. Khateeb*

# Be generous.

## → Prompt | 4 of 8

*Leading is asking questions and being open to the reality that you might not know the answer. In the altMBA, we practice experiencing uncertainty – it's a workout as much as it is a learning space.*

As Ravens, we work to:

- Celebrate our progress and find a sense of play in our work.
- Forgive ourselves when we make mistakes and embrace them.
- Know that we are enough, yet still work to improve ourselves.
- Ask for what we need and offer what we can.

## Action

Write a few reflections on these questions:

- What practices do you have for forgiving yourself when you make mistakes?
- What practices do you have for finding play in your work?



**I will care about  
people and the  
world around me.**

“If you care enough, you will find the way.”

*Priya Alvarez*



# Lead with intention.

## → Prompt | 5 of 8

*Learning to lead through uncertainty is difficult. It's the emotional labor of showing up, holding space, and having important conversations with empathy.*

As Ravens, we work to:

- Acknowledge the difference between intent and impact.
- Embrace the inevitable messiness of stepping into courageous work.
- Take responsibility for any negative impact we have.

## Action

Reflect on a situation or moment where your intent didn't lead to the impact you had hoped for.

- What happened?
- Reflecting on it, can you clearly name the intent and then clearly name the impact?
- What feelings came up for you during this experience?
- What would you do differently next time?



## **I will dance with fear.**

“I am less afraid to fail. I am open to challenges and to feedback. I am open to collaboration and different points of view. I see disagreement as fuel for improved performance and I welcome it.”

*Nigel Louis Romano*

# Be curious, open, and respectful.

## → Prompt | 6 of 8

*Practice-based learning communities like altMBA work because you aren't alone. It's harder to hide in a community of people generously invested in your progress.*

As Ravens, we work to:

- Create space to learn, share and grow together while showing respect for one another's basic personhood.
- Practice inner inquiry and ask questions.
- Be open to observations of our behavior, and open to sharing feedback with others regarding their actions.
- Help each other learn and grow by "calling in" (to conversation) instead of "calling out" (with blame).
- Stretch our willingness to be uncomfortable.



## Action

Write a few reflections on these questions:

- What creates the space for dancing with fear?
- What elements for dancing with fear are in the list above?
- Why do or don't they support dancing with fear?



**I promise I will  
continue to keep  
making a ruckus.**

“My biggest recognition was that I was capable of so  
much more than I thought I was.”

*Anjali Sharma*

# Progress over perfection.

## → Prompt | 7 of 8

*The prompts are important, but it's the practice of showing up that makes the difference. When that practice of showing up becomes a habit ... now you're really on to something!*

As Ravens, we:

- Can't be articulate all the time – as much as we might wish we could.
- Can feel hesitant to participate in a workshop or meeting for fear of “messing up” or stumbling over our words.
- Want everyone to feel comfortable participating, even if we don't feel we have the perfect words to express our thoughts.

## Action

Write a few reflections on these questions:

- What happens when you accept imperfection?
- What kind of ruckus might you continue to make?



## **I'll teach someone else to do so, too.**

“Now I have the ability to talk about unseen things with people. Things like justice, determination, frustration, decisions, humility, silence, systemic oppression...”

*Jemma Balmer*

# We are better together.

## → Prompt | 8 of 8

*No one knows everything but together we know a lot. Each person comes to any given conversation with different levels of lived experience and embodied expertise.*

As Ravens, we work to:

- Believe that each person has something to contribute.
- Practice being humble and looking for what we can learn from each person in the room.
- Share what we know, as well as our questions, so that others may learn from us.

## Action

Write a few reflections on these questions:

- In what ways might you practice looking for what you have to learn from each person in the room?
- How do you share what you know?





# Culture Compass

## *Vision*

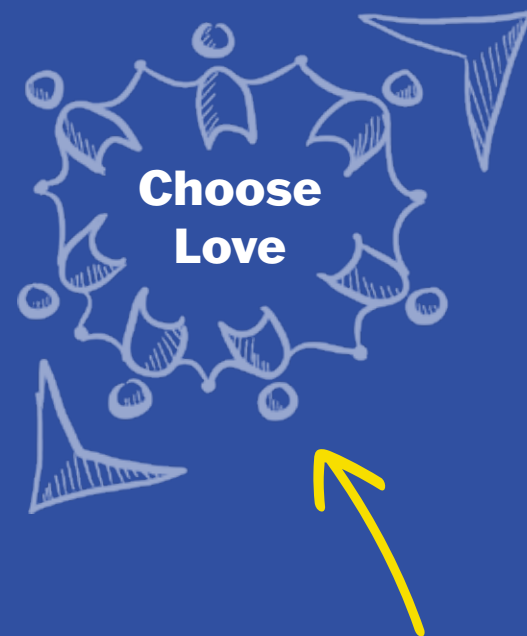
We're here to build a world where learning is a human right. Our deepest impact happens when we dismantle systems of oppression with a curious mindset, intentional collaboration, and global connection.

At Akimbo, we lead with intention, collaboration, curiosity, and love.

These values are a Culture Compass, guiding us toward equitable community and impactful work.

- We take our time.
- We listen and stay aware.
- We ask, “Who is this for?”
- We choose how to use the power we have.

- We’re transparent and open and vulnerable.
- We center non-dominant voices.
- We are accountable to each other.
- We love feedback.



- We wonder what will happen.
- We ask questions.
- We believe in possibility.
- We know some things won't work.

- We embody support and embrace tension.
- We see the humans in the systems.
- We reject and dismantle white supremacy.
- We believe freedom is love.

*This is a living document – a work in practice and our aspiration as of February 2022.*

# altMBA's evolution

Since its start in July 2015, altMBA has been evolving and adapting to meet the needs of leaders and changemakers around the globe by offering an alternative to traditional education programs and career paths.

altMBA is a constant work in progress. Every time we run altMBA we learn new things. Each session is different from the last. That's the magic. It's a process that brings a group of people together at a unique moment in time to go on a transformational learning journey.

For 31 days in this online leadership workshop, altMBA celebrates our shared humanity and provides students with the skills they need to be impactful leaders and make meaningful change. Our practice-based approach to learning in community continues to help folks transform by building trust in themselves.

## Making change

Being an impactful leader and making meaningful change means being explicit about diversity, equity and inclusion and making commitments to dismantling systems of oppression.

This work happens by naming and noticing whatever ways these systems show up in our lives and the forms they take in our various cultural contexts. Then we must take action to create and lead new equitable systems.

We are humbled to have run 50 altMBA sessions with more than 5,000 students across 90 countries. And while this amazing community has emerged, we can't unsee that we have been and are leaving many folks out who would benefit from the opportunity to participate in the altMBA.

This is our focus moving forward. How do we continue to remove barriers and harmful norms to create equitable learning opportunities through altMBA? How can we center the needs and experiences of Black and Non-Black People of Color? How can we make altMBA accessible to folks with disabilities? How can we develop pay and scholarship options to allow a diversity of economic realities to join?

We've been working in partnership with Hella Social Impact and coaches to integrate anti-racist practices into the altMBA culture and creating a more inclusive learning environment with additions like Affinity Groups, Community Practices, and Learning Group Collaboration Guides.

We developed the Akimbo Culture Compass in 2021 to guide our work moving forward with intention, collaboration, curiosity, and love. It is aspirational as we strive to make this a reality in our day to day work.

Our intention is to offer everyone who participates in altMBA a learning space where they can be vulnerable and honestly show up fully as themselves to explore the edges of their humanity and the possibilities in their work as leaders.

Our deepest gratitude to the altMBA team and coaches. To all the students who have been a part of the altMBA so far. And to all the students who will be joining us in the future.

We are better together, and we will keep going. *Onward!*

I wrote a book • I became a person that people come to when they want to make a ruckus • I've escaped the corporate lifestyle • I produce two videos every week – for 3 years now • I've gone from being stuck, to having a path • I'm now leading multiple teams of individuals • I now own my own company and love overseeing my own future • I am more confident, resilient and generous • I measure risk with different parameters in mind • I show up as my authentic self • I have the the discipline to keep going • I pick to work on projects that impact more people positively • I share my voice more freely • I am committed to bringing something worth sharing to the world • I have embraced the meaning of ethical, profesional and generous work in practice • I influence change around me • I'm not as hard on myself and I take time to give myself credit for the work that I have done • I enjoy **the** challenge, the pain, and anything that is new • I learned that constraints are power tools • I push through I approach my projects with more careful thought and planning • I'm more focused, bold, disciplined, and empathetic • I'm comfortable with being uncomfortable • I make magic happen • I focus on originality and quality • I look for problems to solve • I see possibility where I used to see mostly challenges • I solve problems creatively • I recognise that I have a choice on the path I'm taking • I count the people I met and connected with through altMBA as among my closest, most trusted **friend**s • I commit and show up • I've raise my hand first more often • I allow myself to be more vulnerable • I know anything is obtainable • I have a new vocabulary to talk about my projects and my journey • I know that I can do hard things! • I have confidence in my abilities • I am more hopeful, and less isolated • I'm more of a team player today and willing to include others in my work • I now have the confidence in myself • I am less afraid to fail • I learned about sides of me I didn't know so well before • I 'go for it' when there **is** a new opportunity • I have become more comfortable in my own skin • I have a better process for being curious with myself and the world around me • I view feedback as a gift • I simply see things differently • I gained self confidence and tamed my imposter syndrome • I have a new way of seeing the world, of seeing myself • I give feedback from a place of generosity • I am more focused • I am being more thoughtful, empathetic and grateful • I leave my ego at the door • I communicate more from my heart • I have learned that the stories others are telling are worth really pausing to listen to • I now know **just** how much I'm capable of • I know I'm capable of so much more than I thought I was • I've changed my professional and my family relationship for the better • I've increased my ability to give and get feedback in an effective way • I inspire others to dance with fear • I see disagreement as fuel for improved performance and I welcome it • I stopped searching for the right answer • I launched my coaching business • I view leadership in a completely different light – with an empathy and openness • I know how to find possibility in constraints I take risks and fail forward • I realize **the** value of being generous and letting go of the outcomes • I take more risks and am not afraid of failure like I once was • I don't let “perfect be the enemy of the good” – I ship! • I have never been happier and more content with my life • I am out of survival mode • I am working less, making more • I am exactly where I wanted to be • I am a leader • I am courageous • I am succeeding in an entirely unexpected and delightful domain • I transformed into a happier, more fulfilled and courageous professional • I now have a thriving and focused career • I look for moments of silence I do not have any fear about my future • I **start**ed a company with my husband • I've grown personally beyond all measure • I am visible, I show my work • I trust myself more • I learnt more about myself in a month than I had in an entire decade leading up to it • I'm much better at prioritizing what I need, stating that clearly and holding myself accountable • I have become a more effective leader • I am a consummate professional • I'm more resilient • I have every right to speak authentically as a leader in my profession • I am feeling more charged and excited about what's coming next • I discovered a path to do more creative work • I have made amazing progress in my career objectives • I'm more financially stable than ever before I am more empowered to advocate for myself and others • I'm surrounded by people like me who care deeply about making a difference • I'm very confident and have stepped into my power • I am a leader I'm not alone • I met lifetime peers • I ship faster and more fearlessly • I'm comfortable in ambiguity and truly see failure as an opportunity to learn and grow • I am my own creator of possibility