
Summer Leadership Wrap-up: A Time to Reflect

Jan Klein

Session 11

Looking Back/Looking Forward

- Summary of Summer Leadership Activities
 - X-team sharing: the last two weeks
 - Summer team reflection
- Sloan Teams
 - Your role as the lone LGO
- Legacy Plans
- Fall leadership activities

Summer Leadership Curriculum

- Build LGO11 Cohort
- Develop a learning environment
- Provide grounding for understanding leadership competencies
- Provide practice field for distributed leadership within summer teams
- Create a forum for learning to lead over the next two years

Leadership Foundation

- Leadership Characteristics
 - Traits/values/ethics
 - Situational leadership
- Distributed Leadership: Leading/Following
- Leadership Capabilities
 - Understanding the situation/stakeholders (sensemaking/relating)
 - Motivating and leading change (visioning/implementing)
- Tools/Techniques
 - Active listening
 - Team roles
- Self-awareness through reflection
 - Personal leadership journals
- Practice, practice, practice
 - Individual leadership plans

X-Team Sharing: LRC teams

- Share how you survived the last two weeks
 - Leader/follower roles within your teams
 - Team processes
 - What worked
 - What didn't

Feedback from LRC Observers

The groups that were the most successful in completing the LRC tasks on-time, were the groups that had one or more stand-out (autocratic) leaders. Interestingly, sometimes a stand-out leader was not the appointed leader for the iteration. Often, these stand-out leaders were able to assimilate the observations, warnings, and suggestions from the individuals in the team, then make a firm decision on a single course of action, and focus the team's energy on completing the task through that one course of action. Once the team got moving, these leaders also provided "distraction management" to keep the team focused, made consecutive decisions as more information about the problem was discovered, and consistently communicated guidance to the rest of the team so that each individual knew his or her role in the solution.

Conversely, teams who did not complete the tasks on-time seemed to not have one or more of these stand-out leaders. Often, they would expend 75% of their allotted time in formulating a solution to the LRC task, leaving very little time to make actual progress in applying the solution.

Summer Teams

- Think about the following questions individually for 5 min., then as teams take 25 min. to prepare one Flipchart to share (***no powerpoint!***):
 - What do I want to carry forward to new teams (e.g., in the Fall)? What will I practice, improve, master, become an artist at?
 - What do I want to leave behind? What will I (or my teammates) get rid of, not repeat?
- Teams will report back for 3 min. each (***MAX!***)

What I Wish I had Done (Alumni '91-01)

- *In the last 11 years I've really come to appreciate that having a better understanding of myself is key to being a leader. (1993)*
- *I think I was too caught up in doing coursework related activities (projects, homework, thesis, etc.) to take on informal leadership roles that would have improved the LGO community. Some of my classmates did a better job with this and I think they got a lot out of it. (1996)*
- *I wish I'd have spent more time building networks both within LGO and the broader MIT community. (1998)*
- *Understood my own personal style and strengths more fully. (1999)*
- *I think one thing that I've learned as a leader since LGO is that leaders need to listen. LGO is so full of A-type personalities, that listening is sometimes in short supply. So I guess the one answer is that I wish I would have listened more...(2000)*

What I Wish I had Done (Alumni '02-04)

- *If I have one recommendation, it would be to somehow force people to get more involved... while the class work is indeed important, I felt they missed out on some greater learnings, including a lot of networking practice. (2002)*
- *I wish that we would have had a chance to really, I mean really, give each other some tough feedback... we need to discuss the un-mentionables with each other - things that are not polite or easy to discuss, but which could pose serious threats to our careers and leadership abilities. These include work habits, language, style, technical skills, etc. We need to discover and understand our weaknesses in the relatively safe environment of LGO so that we can have time to work on them. (2003)*
- *LGO is essentially a risk-free environment for learning more about one's leadership style, and I didn't take advantage of the opportunities available (including seeking active feedback from my peers). (2004)*

Transitions To New Teams

Consider how your new teams will be different in composition, purpose, context!

- You will be the lone LGO on an MBA team in OP, Communications, Team Project, First Year Challenge, etc.
- Are MBAs similar to or different from LGOs?
 - They may expect you to be the “expert”... summer at MIT, engineer, etc.
 - They may think you are “pampered” with tuition breaks, cushy offices, etc.
- In what ways do you want to be “special” or “one of them”?
What do you want from them? To give them?

Steve Jobs

#1 – dropping out of school & calligraphy class

Lesson: *impossible to connect the dots looking forward... have to trust that the dots will connect in the future*

#2 – fired by Apple Board

Lesson: *you have got to find what you love doing*

#3 – cancer

Lesson: *don't be trapped by dogma*

Legacy Projects

- LGO Committee Activity
 - CLFM
 - Knowledge sharing
 - International/domestic plant treks
 - Admissions/new partners
- Mentoring undergraduates/youths
- Volunteer/Service to the community
- Sustainability (environment/alternative energy)
- Healthcare
- Entrepreneurship
- Charity fundraisers

This Fall

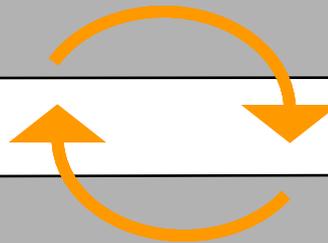
- Mid-stream review
 - Joint leadership session with 10's
- Prosem speakers
 - Probe for leadership lessons
- Don Davis/Bill Hanson seminar
 - 1-on-1's with Bill
- LGO alumni mentor (contact Jan if you want one)
- Leadership Labs
- Plant trek prep sessions
- 1-on-1's with Jan

Learning to Lead

Preparing

- values
- learning styles
- coaching

Experience



Meaning

Preserving

- self-insight
- perspective
- coaching

Crucible

“Experience is not so much what happens to you as what you *make* of what happens to you.” Aldous Huxley

LGOs in Sloan Teams

You are a network that connects the MBA teams. Collectively, you have your fingers on the pulse of the school more than the staff, faculty, etc. It's a great resource and service to Sloan!

MIT OpenCourseWare
<http://ocw.mit.edu>

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