
Leadership: Building Your Personal Development Plan!

People and Organizations

Fall 2005

*How do you know a
good leader when you
see one?*

An MIT Perspective on Leadership

- Traditional Definition: “Leadership is the process of influencing others to contribute to a shared set of goals”
 - Note: Not just use of power, coercion or mandating behavior
 - Not just exercise of positional authority
- Some MIT Additions: Leadership is :
 - a ***distributed process***; not something just done by CEOs or managers or others in high level positions
 - ***personal & developmental***; not “hard wired” in personalities at birth; not “one best way”
 - a process that ***creates change***
 - involves deep ***personal values/ethics***

Your Personal Leadership “Crucible”

- Leadership Crucible: “A major life event from which you learned lessons that will shape your leadership behavior in the future.”
- Examples: coping with death of a loved one
- Losing a job
- Overcoming some big adversity (like 8.01)!!
- Taking action in an emergency
- Not taking action in an emergency

Crucibles are key opportunities to develop leadership but only help us do so if we take the time to reflect and learn from them

(Warren Bennis & Robert Thomas, *Geeks and Geezers*)

So, what has been your most important leadership crucible and what did you learn from it?

Sloan Leadership Model Part 1: Change Signature

“Each person’s change signature, like a fingerprint, is unique. Each person brings unique values, skills, experiences, tactics, and personality to the leader role...The change signature is made up of a credo and the characteristic way in which the leader creates change.”

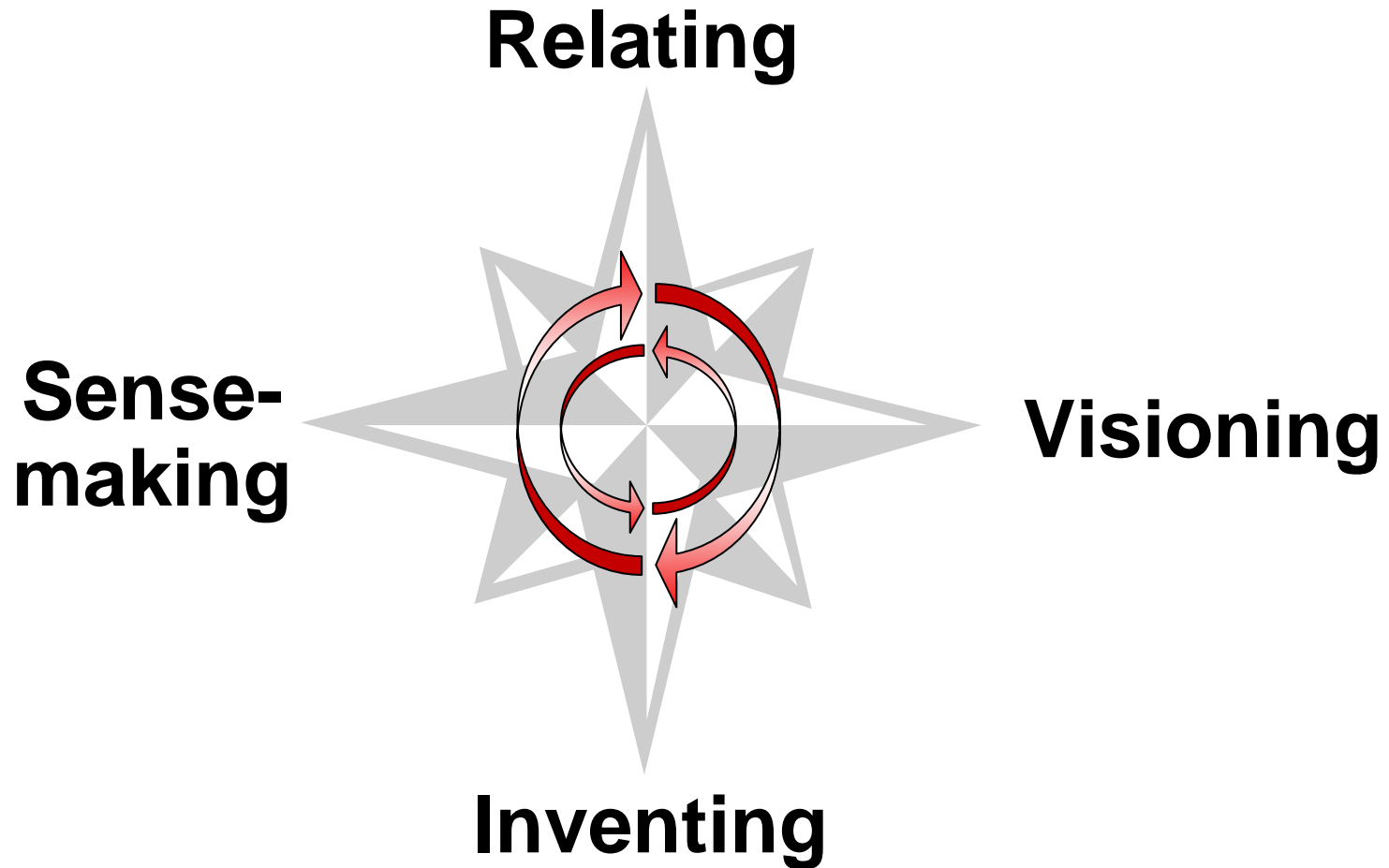
Credo: core values and beliefs—your moral code that guides your approach to leading an effort or an organization

The Big Dig: Scene 1

Focus on understanding the Change Signature of Fred Salvucci:

- What personal traits/life experiences shaped his his approach to this project?
- What features of the situation he found himself in allowed him to demonstrate/test his leadership abilities?

Sloan Leadership Model Part II; The Four Capabilities



Key Competencies

- Sensemaking [*Decomposing the pieces*]
 - identifying your own motivations (credo, values) and strengths/development needs—“Is this something I can do???”
 - understanding the group and organizational interdependencies (cultural, political & structural lenses)
 - Framing the issue: What is the problem here?
- Relating [*Building support; neutralizing opposition*]
 - mapping key stakeholders: allies and adversaries
 - building networks
 - negotiating and mediating

Key Competencies (continued)

- Visioning [*Observing the Gaps*]
 - creative thinking
 - reframing the problem or challenge
 - choosing a strategy—direction-action plan
 - goal setting
- Inventing & Implementing [*Making it Happen*]
 - building & empowering the team/organization
 - aligning incentives (broadly defined); motivating
 - providing necessary resources
 - communicating a consistent message (often)
 - time & stress management
 - conflict management
 - holding people accountable; evaluating results
 - feedback and learning

The Big Dig: Scene 2

Use the four capabilities in the Sloan model to analyze what Fred Salvucci and his team did to make the Big Dig happen.

To Become a Better Leader

- Practice, practice, practice!
- Now at MIT
- Take time to reflect on experiences
- Learn from your failures!!!
- Observe—analyze leaders
- Keep a journal—now and in your internship
- Make a developmental plan—stretch yourself
- Get systematic feedback
- Look for Leadership Crucibles