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# Leadership: Building Your Personal Development Plan!

People and Organizations

Session 19

Fall 2010

# Sloan Leadership Model Part 1: Change Signature

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***“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**

# Sloan Leadership Model Part II; The Four Capabilities

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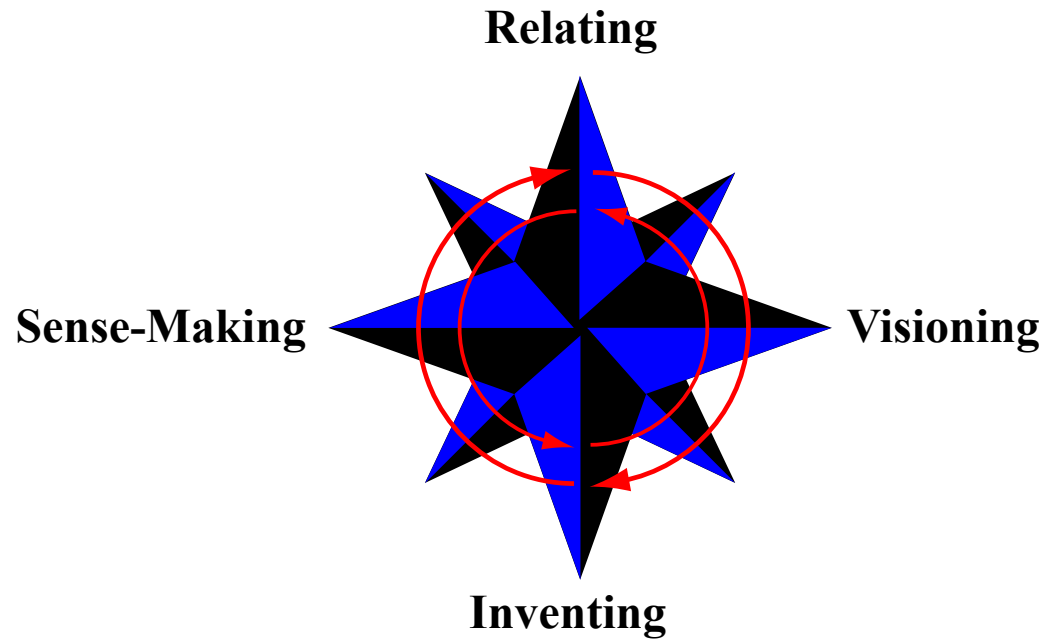


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# Key Competencies

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- 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)

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- 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

# Learning from Leaders through Observation & Analysis

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John Reed

Change Signature?

Change Processes Capabilities?

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# Learning from Leaders through Observation and Analysis:

Fred Salvucci  
&  
The Big Dig:  
Early Years!

# Fred Salvucci's Change Signature?

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# Salvucci's Crucibles & Lessons Learned?

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# How did Fred lead? Change Capabilities

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<b>Sensemaking</b>	<b>Relating</b>
<b>Inventing-Implementing</b>	<b>Visioning</b>

# Questions for Fred

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# To Become a Better Leader

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- 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

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