Internship Reflection: Leadership Learnings

Jan Klein
January, Year 2
A Two Year Journey

First Year
- Summer
  - Universe Within
- Fall
  - Organizational Processes
  - Communications
  - LGO Leadership & Ethics Seminar
  - SIP Workshops
- IAP
  - Plant Tour Leadership Debrief
  - Learning from SYs
- Spring
  - Tiger/Dragon Teams
  - Sloan Leadership Electives
  - SIP Workshops
  - Internship Prep

Leadership Journals
- LGO Committees and Activities
- LGO ProSem - Leadership Speakers

Second Year
- Summer
  - Internship
- Fall
  - Internship Reflection
  - Cross Class Exchange
- Spring
  - Leading in Today’s Global Environment
  - Tiger Teams
  - LGO Seminar – Leading from the Middle

Leadership Webcasts and Coaching
- Cross Class Exchange
- Core
- Elective
- Practice Field
Today

• Review cohort feedback from 360 leadership assessment

• Internship learnings via crucibles
  – Analyze use of impression management techniques

• Overview of 15.317 part 2 (H2)
Internship Leadership Assessment Survey

- 32 completed the self-assessment
- 37 received feedback from others
  - 31 received feedback from managers
  - 17 received feedback from peers
  - 4 received feedback from direct reports
  - 16 received feedback from customers
  - 26 received feedback from LGO/Sloan team
- 44% of feedback came from LGO/Sloan
Pre-LGO vs. End of Internship: Self Assessment
Pre-LGO vs. End of Internship: Self Assessment

- Credibility/Authentic Style
- Trustworthiness
- Impact on Results
- Execute
- External Boundary
- Inquiry
- Modeling
- Advocacy
- Open Climate
- Impact on People
- Mapping
- Confidence in Others
- Persuading
- Innovate
- Explore the Wider System
- Articulate
- Learning by Doing
Pre-LGO vs. End of Internship: Feedback from Managers/Supervisors

- Trustworthiness
- Credibility/Authentic Style
- Impact on Results
- Execute
- External Boundary Spanning
- Modeling
- Impact on People
- Open Climate
- Advocacy
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- Inquiry
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- Learning by Doing
- Confidence in Others
- Explore the Wider System
- Articulate

Legend:
- Green: Pre LOG
- Blue: Post Internship
### Most Improved Behaviors (change > .25)

#### Self

<table>
<thead>
<tr>
<th>Behavior</th>
<th>pre LGO</th>
<th>post internship</th>
<th>change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creates pilot projects to test whether new ideas will succeed in his/her organization.</td>
<td>3.05</td>
<td>3.59</td>
<td>0.55</td>
</tr>
<tr>
<td>Sound principles guide his/her behavior.</td>
<td>4.42</td>
<td>4.72</td>
<td>0.30</td>
</tr>
<tr>
<td>Seeks out divergent views about important issues to spark new ways of thinking about organizational issues.</td>
<td>3.42</td>
<td>3.69</td>
<td>0.27</td>
</tr>
</tbody>
</table>

#### Manager

<table>
<thead>
<tr>
<th>Behavior</th>
<th>pre LGO</th>
<th>post internship</th>
<th>change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seeks out divergent views about important issues to spark new ways of thinking about organizational issues.</td>
<td>3.75</td>
<td>4.29</td>
<td>0.54</td>
</tr>
<tr>
<td>Creates pilot projects to test whether new ideas will succeed in his/her organization.</td>
<td>3.70</td>
<td>4.13</td>
<td>0.43</td>
</tr>
<tr>
<td>Blends information about the structure, politics, and culture of the organization.</td>
<td>3.78</td>
<td>4.12</td>
<td>0.34</td>
</tr>
</tbody>
</table>
## Areas for Further Development (<3.50)

### Self Assessment Post Internship

<table>
<thead>
<tr>
<th>Task</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initiates new courses of action to determine how the organization will respond.</td>
<td>3.34</td>
</tr>
<tr>
<td>Develops non-traditional ways of working together to get the job done.</td>
<td>3.43</td>
</tr>
<tr>
<td>Creates a compelling vision of new possibilities for the organization.</td>
<td>3.43</td>
</tr>
<tr>
<td>Helps others to develop the skills needed to meet new challenges.</td>
<td>3.45</td>
</tr>
<tr>
<td>Creates new structures to get work done.</td>
<td>3.47</td>
</tr>
<tr>
<td>Acquires resources (e.g., money and equipment) for his/her activities.</td>
<td>3.48</td>
</tr>
</tbody>
</table>
Discussion Points

• Do these trends resonate for you?

• What is missing?

• What does it imply concerning your leadership development needs?
  – Things we can do in the classroom?
  – Things you can do this semester?
  – Things you should do post graduation?
Learning to Lead

Experience

Meaning

Preserving
• self-insight
• perspective
• coaching

Crucible

Adapted from W. Bennis & R. Thomas, *Geeks and Geezers*, 2002
Impression Management
Impression Management Strategies

• Self-Promotion
  – Seek to be viewed as competent by touting abilities and accomplishments

• Ingratiation
  – Seek to be viewed as likable by flattering others or doing favors for them

• Exemplification
  – Seek to be viewed as dedicated by going above and beyond the call of duty

• Intimidation
  – Seek to be viewed as intimidating by threatening or bullying others

• Supplication
  – Seek to be viewed as needy by showing weaknesses or broadcasting limitations
Internship Reflections

• In Triads, share an internship crucible
  – Did you see it coming? If so, why/how?
  – Did you use impression management strategies and, if so, was it effective?
  – What is your key leadership take-away from the experience?
  – What can you do to prepare yourself for future crucibles?
Research on Impression Management

- Self-monitors (people who are sensitive to appropriateness of projected image & ability to change behaviors to fit situation) favor positive impression management strategies: Ingratiation, self-promotion and exemplification
- Supplication and intimidation are likely to have negative repercussions
- Women tend to be less aggressive in using impression management
- Machiavellians (individuals who are manipulative) use all strategies indiscriminately
15.317

• 12 units over two years
  – “T grades” last summer for initial units

• Grading
  – class participation (40%)
  – internship & reflection papers (20%)
    • internship stakeholder analysis
    • internship challenges discussed at Midstream
    • 3 lens analysis
  – leadership paper – due May, Year 2 (40%)
    • 5 page (max) reflection on your personal leadership take-ways from your internship and your two years in LGO
15.317 Format

• In-class exercise
• Guest speakers
• Personal case histories (structured leadership lab)
  – the context (i.e., organizational setting)
  – the leadership challenge
  – small group discussion around what others would do in such a situation
  – recommendations from the small groups to the presenter
  – what happened
• Reflection
<table>
<thead>
<tr>
<th>Session 1</th>
<th>A Different Lens on Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Session 2</td>
<td>Leadership Fears</td>
</tr>
<tr>
<td>Session 3</td>
<td>Leading Diverse Stakeholders</td>
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<tr>
<td>Session 4</td>
<td>Ethical Dilemmas</td>
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<tr>
<td>Session 5</td>
<td>Leading Change</td>
</tr>
<tr>
<td>Session 6</td>
<td>Looking Back Over The Past Two Years</td>
</tr>
</tbody>
</table>
Leading from the Middle