Leadership Development
Planning

Jan Klein
Session 7
Today’s Agenda

• Discussion of Leadership Assessment Survey
• Individual Leadership Development Planning
• Alumni Panel
Sloan 4 Capabilities Assessment

• Designed as 360° feedback instrument
  – part of an on-going research project

• Distribution of responses
  – 45 self-assessment
  – 40 received feedback from others
    • 34 from managers [1-4 per student]
    • 40 from peers [1-12 per student]
    • 13 from direct reports [1-5 per student]
    • 14 from customers [1-3 per student]
Typical Response to Feedback

S  = shock
A  = anger
R  = rejection
A  = action
Interpreting the Feedback

• Look for differences that are greater than one
• Look for patterns, e.g., tendency to rate self higher/lower than others
  – Self-image vs. others’ perceptions
• Think out your reference points vs. others’
  – Expectations
  – Cultural differences
  – Organizational norms
Key Questions to Consider

• Do I understand the feedback?
  – Your intent ≠ way things are perceived by others

• Is it valid/accurate?
  – Perception is reality

• Is it important?
  – Link to career goals

• Do I want to change?
  – Choice is yours
LGO11 Cohort

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

- all raters
- self
Learning by Doing

Articulate

Explore the Wider System

Innovate

Persuading

Confidence in Others

Mapping

Impact on People

Open Climate

Impact on Results

Execute

External Boundary Spanning

Inquiry

Modeling

Advocacy

Open Climate

Impact on Results

Execute

External Boundary Spanning

Credibility/Authentic Style

Trustworthiness

Impact on Results

Execute

External Boundary Spanning

LGO11 Cohort

all raters
self
## Credibility/Authentic Style

<table>
<thead>
<tr>
<th></th>
<th>Self</th>
<th>Manager</th>
<th>Peer</th>
<th>Direct Report</th>
<th>Customer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wins the respect of others in the organization.</td>
<td>4.51</td>
<td>4.57</td>
<td>4.48</td>
<td>4.17</td>
<td>4.69</td>
</tr>
<tr>
<td>Wins the trust of others in the organization.</td>
<td>4.51</td>
<td>4.39</td>
<td>4.37</td>
<td>4.27</td>
<td>4.57</td>
</tr>
<tr>
<td>Builds personal credibility.</td>
<td>4.64</td>
<td>4.63</td>
<td>4.43</td>
<td>4.09</td>
<td>4.73</td>
</tr>
<tr>
<td>Leads in a way that people recognize as his/her own personal style.</td>
<td>4.07</td>
<td>4.22</td>
<td>4.06</td>
<td>3.96</td>
<td>4.30</td>
</tr>
<tr>
<td>Leads in a way that feels authentic.</td>
<td>4.30</td>
<td>4.61</td>
<td>4.15</td>
<td>4.09</td>
<td>4.54</td>
</tr>
<tr>
<td>Leads in keeping with his/her own personal values.</td>
<td>4.70</td>
<td>4.64</td>
<td>4.35</td>
<td>4.21</td>
<td>4.52</td>
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## Inquiry

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<tr>
<td>Tries to look at things from the perspective of others.</td>
<td>4.49</td>
<td>4.13</td>
<td>3.97</td>
<td>4.10</td>
<td>4.43</td>
</tr>
<tr>
<td>Tries to imagine how his/her actions will affect things that are important to others.</td>
<td>3.98</td>
<td>4.05</td>
<td>4.02</td>
<td>3.75</td>
<td>4.50</td>
</tr>
<tr>
<td>Tries to understand why particular issues hold emotional significance for others.</td>
<td>4.02</td>
<td>3.93</td>
<td>3.92</td>
<td>4.13</td>
<td>4.30</td>
</tr>
<tr>
<td>Tries to look at matters in terms of others' personal concerns.</td>
<td>3.91</td>
<td>3.97</td>
<td>3.90</td>
<td>4.01</td>
<td>4.43</td>
</tr>
</tbody>
</table>
# LGO11 Strengths [scores above 4.5]

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<td>Wins the trust of others in the organization.</td>
<td>4.51</td>
<td>4.41</td>
</tr>
<tr>
<td>Never misleads people even if it would benefit him/her.</td>
<td>4.43</td>
<td>4.80</td>
</tr>
<tr>
<td>Sound principles guide his/her behavior.</td>
<td>4.42</td>
<td>4.54</td>
</tr>
<tr>
<td>Successfully meets performance targets.</td>
<td>4.42</td>
<td>4.53</td>
</tr>
<tr>
<td>Words and actions are very consistent.</td>
<td>4.36</td>
<td>4.61</td>
</tr>
<tr>
<td>Does not take advantage of people who are vulnerable.</td>
<td>4.14</td>
<td>4.56</td>
</tr>
</tbody>
</table>
## LGO11 Opportunities [scores at/below 3.5]

<table>
<thead>
<tr>
<th>Description</th>
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</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>3.83</td>
</tr>
<tr>
<td>Initiates new courses of action to determine how the organization will respond.</td>
<td>3.18</td>
<td>3.88</td>
</tr>
<tr>
<td>Develops non-traditional ways of working together to get the job done.</td>
<td>3.38</td>
<td>3.91</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>3.85</td>
</tr>
<tr>
<td>Paints a picture of what the organization will be like in the future.</td>
<td>3.43</td>
<td>3.51</td>
</tr>
<tr>
<td>Provides distinctive insights about how the organization is functioning.</td>
<td>3.49</td>
<td>3.82</td>
</tr>
<tr>
<td>Creates a compelling vision of new possibilities for the organization.</td>
<td>3.50</td>
<td>3.75</td>
</tr>
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</table>
## LGO11 Opportunities [positive self-perception ≥ .1]

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<tr>
<td>Sets high expectations for what the organization can do.</td>
<td>4.20</td>
<td>4.05</td>
</tr>
<tr>
<td>Builds personal credibility.</td>
<td>4.64</td>
<td>4.50</td>
</tr>
<tr>
<td>Assists people in planning, scheduling, organizing and coordinating efforts.</td>
<td>4.36</td>
<td>4.25</td>
</tr>
<tr>
<td>Wins the trust of others in the organization.</td>
<td>4.51</td>
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Pulling It Together

• Where we have been
  – multiple perspectives on leadership
    • personal characteristics
    • situational
    • transformational/change management
    • distributed

• Where we are going
  – learning to lead
    • leadership is a developmental process
    • learn from experience
  – personal leadership development planning
    • use 360° leadership assessment and summer team peer feedback as inputs
    • create and build upon opportunities to develop your leadership competency
    • set concrete goals
Learning to Lead

• Personal discovery
• Use of all communication modes
  – talking, listening, reading, writing
• Active learning
  – Find activities/practice fields that make sense to you
• Recognition that change requires immense personal effort
Additional Resources

- Alumni Mentor
- 1-on-1 discussion with Jan
- 1-on-1 discussion with Bill Hanson (Fall)
Leadership Development

Skill development

Tools/Framesworks

Knowledge

Results

Reflection

Practice
Self-Leadership

• Successful leadership starts with knowing and leading oneself
  – Values and passions
  – Strengths and weaknesses
  – Leadership signature
  – Reaction to stress and adversity
    • Reflecting on pivotal experiences
All students will challenge themselves to develop their leadership potential through experimenting and growing outside their comfort zone and leaving a sustainable legacy.
Personal Development Planning

• What does leadership mean to you personally?
• What are your leadership strengths and development needs?
• What are you passionate about?
• What legacy would you like to leave behind from your time in LGO?
• Begin to formulate a project/plan that will help you achieve your personal goals and objectives

Deliverable:
- Memo to yourself (4-5 pages)
• What did you learn about leadership and your own leadership capabilities during your time in LGO?

• What specific activities were most helpful to you in strengthening your leadership competencies?

• What do you wish you would have done but didn't find time to do during the two years you were in LGO?
Peer Input

• In triads -- 10 minutes each:
  
  – What are you passionate about?
  – What legacy might you leave behind when you graduate?
  – How will that help you further develop your leadership competencies?
Summer Take-Aways (so far)

Team assignment:

• What are the key take-aways from this summer’s leadership discussion?

• Identify the three “lessons” you will carry with you in your leadership journey?
15.317 Organizational Leadership and Change
Summer 2009

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