15.668
People & Organizations

Career expectations and Written Assignments

Session 3
Career Expectations :3 Generation Comparisons

• **Similarities**
  – Hard work
  – Financial and job security—maybe less than parents/gp but still important to us

• **Differences**
  – Not just any job that is secure...
  – Meaningful, enjoyable, challenging work
  – Opportunity to learn
  – Mobility—want and expect to move around

• **Surprise! Similarities dominated over differences!!!)**
What’s needed to Succeed?

• For Me
  – Work hard, good education
  – Build both strong technical and “soft” skills
  – Networking
  – Luck!

• To assure others also succeed
  – Integrity and leadership
  – Pay attention to community—give back; build community; network broadly
  – Pass knowledge on to others
  – Create enough jobs for all!!!
Written Assignments

• Individual papers on an organization
  – Ses #3: Post paragraph on your organization
  – Ses #15: First draft due
  – Ses #24: Final paper due

• Team paper on org change challenge
  – Ses #14: Post paragraph on your org change
  – Ses #25: Team paper due
Some Team Project Ideas

• BP Disaster: What should MIT learn from it and are we doing so?

• Merging multiple transportation agencies into the new MassDOT

• MIT and Haiti: what should MIT be doing and how are we organizing ourselves?

• Institute-wide Planning Task Force Report: How are implementation plans moving?
Deliverable

Assignment:

Teams are to react to the feedback from their observer and draw on the data from their assessments and prepare a “team development plan” with concrete goals for improvement. Each team posts its improvement plan.
Diversity

- Team members understand the range of background, skills, preferences, similarities, and perspectives in the team.
- Team members differences and similarities have been effectively harnessed toward achieving team goals.
- The team cannot integrate diverse viewpoints.

High-values ➔ Agree with #1 and #2, Disagree with #3
Role Clarity

- Members view themselves as a team, not a collection of individuals who have their own particular jobs to do.
- The team has an effective work structure (i.e., an understanding of what work needs to be completed, and who is responsible for each piece of work).
- It is not clear what each person in the team is supposed to do.

- High-values → Agree with #1 and #2, Disagree with #3
Conflict

- Team members have a clear set of norms that cover most aspects of how to function.
- Team members often disagree about ideas, procedures, and priorities.
- Members take arguments personally and get angry with one another.

- High-values → Agree with #2 and #3, Disagree with #1
Collective Effort

- Every member does his or her fair share of the work.
- A few members do most of the work.
- A few people shirk responsibility or hold the team back.

High-values → Agree with #1 and #2, Disagree with #3
Team activities are well organized.

Coordination among members is a problem: people do not seem to know what to do and when to do it for smooth team functioning.

Members express their feelings freely in the team.

Team members support each other.

High-values → Agree with #1, #3, and #4 Disagree with #2
Satisfaction

- The quality of our work is superior.
- The efficiency (speed) of our team is superior.
- All in all, I am satisfied with being a member of this team.
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