Leadership: Building Your Personal Development Plan!

People and Organizations
Session 19
Fall 2010
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
Sloan Leadership Model Part II; The Four Capabilities

- Relating
- Sense-Making
- Visioning
- Inventing

Image by MIT OpenCourseWare.
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
Learning from Leaders through Observation & Analysis

John Reed

Change Signature?

Change Processes Capabilities?
Learning from Leaders through Observation and Analysis:

Fred Salvucci
&
The Big Dig: Early Years!
Fred Salvucci’s Change Signature?
### How did Fred lead? Change Capabilities

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Questions for Fred
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
15.668 People and Organizations
Fall 2010

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