1. Evolution of Work/Careers:

The focus of people's careers has changed from our parents generation. In the past it was about making a living, while today the focus is more on enjoyment and personal satisfaction. Along with individual career goals, the work environment has also changed. There has been a shift in in companies to have a higher turn over rate and less life time employees. This means instead of looking for long term employment you should work on long term employability. Keeping your resume up to date and pursuing and acquiring skills will allow you to be employable even in tough economic conditions. Businesses have also moved towards a people centered work place by focusing on making workers happier by improving the work environment. They have also sought to create more connections between people and their work by improving incentives and alignment. Finally, today's work world requires more than just technical skills. It requires a understanding of organizational politics to deal with other people in an effective manner to get what you want done.

2. Organization Forms (Chandler and Powell):

Chandler and Powell both talked about very different kinds organizations. The following describes their main differences:

Chandler to Powell

- Individual Jobs -> Project Teams
- Sequential Design Production > Simultaneous
- Core competency: Scale, Technology > Knowledge
- Power through Size > Power through Learning
- Job Security through Seniority > Volatility and Uncertainty
- Hierarchy > Networks
- Internally Funded Growth > Venture Capital Markets
- Firm led R & D > R & D partnerships > Universities as Players

As demonstrated by the timeline exercise, there are elements of both Chandler and Powell in most companies. The important thing is to know what your company's organizational landscape in order to work effectively within it.

3. The 3 Lenses:

Structure: It is important to know the key differences between the main organizational structures like Regional, Front/Back, Product Division and Matrix in order to understand their strengths and weaknesses in areas such as linking (communications) and alignment (incentives). Different branches of an organization should have good communication be able share ideas and information. People within the organization should have similar goals and understand the reasoning behind them. Also, it is important to understand that the organizational structure of start ups changes over time and needs to be continually reevaluating during critical times of change.

Political: You need to understand the different sources of power available to you such as
networks, positional, informal, expertise, and personal character. You need to be able to use interest
groups and understand how it can affects the overall company. Another way to get your ideas across is
issue selling. This means bundling your ideas with someone else's, getting people to support and
participate, and choosing the timing and framing of discussions. Always think about which sources of
power you have and how you can develop and utilize them.

Cultural: It is important to understand what kind of culture your company has and identify its
Artifacts and Symbols. Culture really relates to the values and way things are done within a company
and often times they can be very hard to change. For example MIT dining and hacking culture.

4. Negotiations:

Negotiations is an important part of life that we can't escape. Many choices we make are in fact
negotiations. We try to find the best deal and then go for it. In business negotiations it is important to
reframe and combine suggestions looking for tradeoffs to find integrative potential instead of just going
over bullets points. Usually there is an integrative issue you can find, but you can only get there by
sharing information. However, it is important to understand if the person or company you are
negotiating with also believes in finding integrative issues. If they are from the old style of negotiation
that starts from extremes and is confrontational then integrative bargaining will fail and you will get
burned. Try to recognize which strategy your opponent is using and adjust. Finally, Never Ever go into
a negotiations unprepared and not knowing your BATNA!

5. Leadership:

It does not matter what your opinion of a leader is. It is more important to know why they made
their decisions and understand how you can improve your own leadership skills from that knowledge.
Fred Salvucci showed some particularly strong leadership during his time overseeing the big dig. One
key take away from that example was his relational skills with people of the community and getting
everyone on board with the project even if he had to go to small gathering for cookies and milk.

6. Leading/Managing Startups (Tom Barocci)

Tom Barocci is one of the key leaders at the Carrot medical Startup. He cam and talked about
managing and leading startups from start to finish. His main points came down to only the strong
survive, the valley of death, and Risk!! Start ups are risky and many do not succeed, but there is
extreme satisfaction and excitement when they do. Also as was previously mentioned in the structure
lens, startups structure is always changing and it is important to recognize when a change is needed
otherwise I might not make it.

7. Engaging the Big Management Challenges: (BP; Nike....)

In these cases the media had a big impact on the companies decisions after continually showing them in
a negative light to the public media. This showed how much the media influences public perception
and the decisions companies make. It is important for big visible companies to be able to manage that
influence. However, these companies can't think of of negative media as just a public relations
problem. They need to understand that there are real conflicts and concerns about the environment and
public labor. They need to dig deep and manage the core issues that come up due to the globalization of
the worlds economy.