Session 3

Leadership Lessons Learned and Observations Since Last Session:
- Supportive communications – ensuring people know they are supported in taking risks
- Importance of paraphrasing and active listening
- Important lesson on cooperation – can now see game theory that underlies the bargaining exercise we conducted – how results can be sub-optimal and how to change/improve by changing the rules of the game
- Not everyone can be the leader – importance of assessing skills in the group
- Sometimes the best way to lead is to get up and do it
- In an environment like TPP the approach to leadership makes more sense – not a clear hierarchy structure
- In the context of campus life – you sometimes have to recognize the absence of leadership – there may not be guidance on a given project or activity

Analysis of Potential Leadership "Disconnects" Associated with Different Systems Change Initiatives
- Work-Process-Centered Systems Change Initiatives
  - Taylorisim, Industrial Engineering and Work Redesign; Socio-Technical Systems Redesign; Worker Participation and the Human Relations Movement; Team-Based Work Systems
  - *Key Leadership Disconnects:*
  - Relating and enabling disconnects – form the groups, but don't attend to the communications and other interactive issues or the enabling group support issues
- Relationship-Centered Systems Change Initiatives
  - Strategic Alliances; Joint Ventures; Labor-Management Partnerships; Customer-Supplier Partnerships
  - *Key Leadership Disconnects:*
  - A domineering leadership style or someone self-centered in their approach
- Outcome-Centered Systems Change Initiatives
  - Quality Initiatives (Total Quality Management, Six Sigma, etc.); Lean Initiatives (Lean Manufacturing, Lean Enterprise, etc.); Knowledge Management
  - *Key Leadership Disconnects:*
  - Lack of a shared vision and lack of appreciation for existing leaders
- Structural, Policy and Market-Driven Systems Change Initiatives
  - Organizational Restructuring; Process Re-engineering; Mergers and Acquisitions; Privatization; Regulation and De-Regulation of Markets
  - *Key Leadership Disconnects:*
  - Lack of a shared vision and lack of proper analysis
- Technology-Driven Systems Change Initiatives
  - Information Technology (Personal Computers in the Workplace, Enterprise Resource Planning Systems, e-business, etc.); Material and Method-Driven Transformations; Research and Development Commercialization
  - *Key Technology Disconnects:*
  - Inability to adapt to rapid changes in context, markets, and technology and inattention to critical social/interactive issues, as well as lack of a shared vision
- Observations

- o Relating issues cut across many
- o Shared vision was highlighted most often
- o All aspects of leadership are relevant each case
- o Different leadership styles are needed in the context of different change initiatives
- o No one leader will drive all of these initiatives in a given organization
- o Key challenges around balance and integration across systems change initiatives

Coaching Advice for Cross Cultural Negotiations

Culture A
- Group 1:
  - o Just because we are cooperative in approach, we don't have to be weak
  - o Write things down as we go – producing instant accomplishments and feedback for Culture B, and also creating a record
- Group 3:
  - o Find a common enemy to create their desire for cooperation with A and to channel their competitive energy at the enemy
  - o Aim high – ask for more than we want so they can feel like they won
- Group 5:
  - o Provide some instant gratification
  - o Look for value that is important to us and not significant for them and vice/versa
  - o Establish back up consequences

Culture B
- Group 2:
  - o Establish demands beyond what constituents want
  - o Take an open approach – set overall goals
  - o Be clear about what is important to us – look for gains to the other side
- Group 4:
  - o Look for consensus on short term issues
  - o Let them focus on the long term – but look for ways to confuse them or find weaknesses on the long term
- Group 6:
  - o Short-term cooperation
  - o Leave ambiguity on the long term – with potential for exploitation of this ambiguity for our advantage

Additional Observations
- Each culture was taking a "band aide approach" – still holding to core assumptions
- Neither culture played to its own strengths
- Open about your own cultural assumptions
- Open to learning about others
- Identify middle ground or third culture options
- Opportunity for leaders to innovate

Alumni Panel

Jim Hamilton -- Class of 1996
Managing Director, Conservation Law Foundation

Carlos A. Martinez-Vela – Class of 1998
Ph.D. student, Technology Management Program, Engineering Systems Division

Joseph Reagle – Class of 1996
Policy Analyst, World Wide Web Consortium (W3C)

John Weiss – Class of 1994
Associate, Cambridge Energy Research Associates.

Introductions
- Joseph – World Wide Web Consortium – HTML, XML, tags, etc. – technology and society domain (content selection, censorship, privacy practices, encryption signature, etc.)
    - Concerned that anything said on leadership might come across as trite
- John – Cambridge Energy Associates – environmental issues
    - Notes from today's class resonated
    - Leadership is not about throwing directives from on high – it is about collaboration – first among equals
    - Initiative is key – good leaders always thinking about how to do things better
    - When people are surprised it is harder to move forward
    - Communications is key – not just speaking but also writing well – this is a premium in the world
- Carlos – TMP student – background from University of Monterey
    - Experience with Latin American student group on issues of sustainable development
    - Studying innovation at Industrial Performance Center
    - Experience with some truly great leaders
    - Comes back to your core conception of what it means to be a human being – contrast between the rational view (from the enlightenment) of individuals with stable preferences who have a clear understanding of means and ends (points to leadership focus on rewards and punishments) versus a more romantic view centered on the search for meaning (points to leadership focus on creating meaning through stories and other means)
    - You have to be true to who you are – consistent with your personality and history – as suggested in the class materials
    - Leadership is a moral act – it is about values
    - It should be enjoyable – but it is also about distancing yourself in order to have the bigger picture
- Jim – Engineering and environmental area
    - Leadership is a function of who you are – you have to understand your
    - Multiple stakeholders in this domain
    - Leadership is the inter-relationship between control and the number of people involved
    - As the number of people increases you have to follow the idea – to be a good leader you have to know how to be a good follower after a certain point
    - A facilitating role – always walking on eggshells

- o The word leadership is problematic – is conveys a false conception that you have the answers – the need to recognize that others will have key answers
- o It is fun to suggest ideas and see them grow – small "l" leadership

Questions
- How do you balance technical expertise and being an effective leader?
- How do you find your own leadership style?
- How do you deal with frustration – when you have your idea and it is not going as anticipated?
- How to deal with people from other organizations – including people who know more than you, but you are still the leader?
- How to deal with people who are older than you – how to earn respect?
- What difference has TPP made in your career?
- Is it possible to be a leader and still be moderate? Does leadership require you to be extreme?
- How to link theoretical learning from TPP with past practical experience in new settings?
- What is the best way to learn about leadership? Is it through courses on leadership? What about situations where there is a lack of leadership?

Discussion
- In a consensus based organization experience and years of experience may not be as important
- One key when you come up against age and status differences is by doing good work – and begin by being humble
- Contrast between being the kitchen manager versus being the pastry chef versus being the food critic – some ability as a chef is important to the other roles, but that is not all of it
- How much technical expertise do you need? There is a base level of knowledge that you do need, but there is a premium place on the ability to do both
- Issues about people who are clearly on one side – limits in what you can do as an advocate versus as a more neutral broker
- As an environmental advocacy organization – we stand for the trees, fish and people, but we also have a for-profit group that goes out and works with the very people we have sued – raising complex issues around selling out on our very reputation
- People are not smart or dumb – they just know differently
- You are not in a position of leadership if you don't feel the tension between advocacy and neutrality
- Issues of intellectual property – principled position is easier, but may not be leadership
- Contrast between moving out further on the see-saw versus moving the fulcrum – renegotiating the rules of the game
- See the relevance of context – the power of integration and being an honest broker
- The ability to see the world through the eyes of the other
- Leadership is not about control – it is about shaping and orchestrating
- Consider the assumption that you want to be a leader – how much do you seek out leadership roles?
- Lessons from TPP – the idea of focusing on interests rather than positions has been with me – especially in the business of establishing standards on the internet
- Consensus context forces dialogue and sharing – including agreement on vocabulary and surfacing interests – in contrast to organization the uses Robert's rules of order, which drives focus on stacking committees and winning on votes

- Value of TPP pro-seminars with applied problems such as internet access to public schools – which ended up being translated into action – more than the technology, but also the econometric analysis, contractual relationships, and governmental officials
- TPP helped me to speak several languages – technical, social, ethical – this is an important thing that you take out into the world
- At MIT the world becomes a small place – many things become possible
- TPP becomes part of who you are – it is not any one specific thought that leads to a specific ability – it is a whole approach to things that you take away
- The ability to focus on what you know well and not pretending to know more than that (Here is what I know: 2+2=4, you can't push on a rope and water doesn't flow up hill)
- Assume that you can't steer people – they are their own ships and you can just offer guidance
- Being transparent about yourself and your expertise – my work style is listed on a web-site, which is an extreme, but that is helpful for me
- Don't assume that people who act knowledgeable know more than you – the power of probing questions
- Know what you know, know what you don't know, and be prepared for people who will try to snow you or who do not share your standards of morality
- If you are just starting out, how do get off being humble and saying "I don't know"
- Results do matter – humility is not just a façade – it is a way of interacting that can deliver better results
- In case between multi-phase and asynchronous protocol – everyone assumed they were different until the simple question was asked
- Beyond "I don't know" take on the opportunity to find the answer – chances are it will be useful more than in that instance
- Most contexts provide countless opportunities to become expert – a key is choosing wisely
- There is a responsibility – such as working on the liberalization of energy markets in Bolivia – you have to reflect on your responsibilities
- In field work on innovation in Finland – people assume that your coming from MIT makes you an expert, which involves responsibility

Integrating Observations
- Communications and integrity
- Flexible and understanding – seeing other view point
- Delicate task – leadership is hard
- Confidence in your self – being responsible
- Leadership is not just for leaders – it is for all human beings
- Excellence – being the best you can

Concluding Comments
- I am learning today – this is a continuous process
- Thank you for your help in my learning
- I began not being trite, but will say that being a leader involves helping people to value what you want to do
- Thanks – this has been good learning
- Taking time to reflect is important – and time to practice – the reflective practitioner
- The importance of being attentive to your self, the signals from the work and from others
- Leadership is the reflection of you out in the world – your style at a given point in your life and your career