

***Can you learn to lead?***

# The Leadership Landscape at MIT Sloan

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# The Leadership Landscape

- Learning to Lead
  - Your experience
  - Lessons from the field
- Your Opportunities Here
  - In the classroom
  - In the school

*Can you learn to lead?*

**Yes.**

Effective leaders are made, not born. They learn from trial and error, and from experience.

Colin Powell <http://news-service.stanford.edu/news/2005/november30/powell-113005.html>

Leaders grow; they are not made.

Peter Drucker <http://www.betterworld.net/heroes/drucker.htm>

Leadership and learning are indispensable to each other.

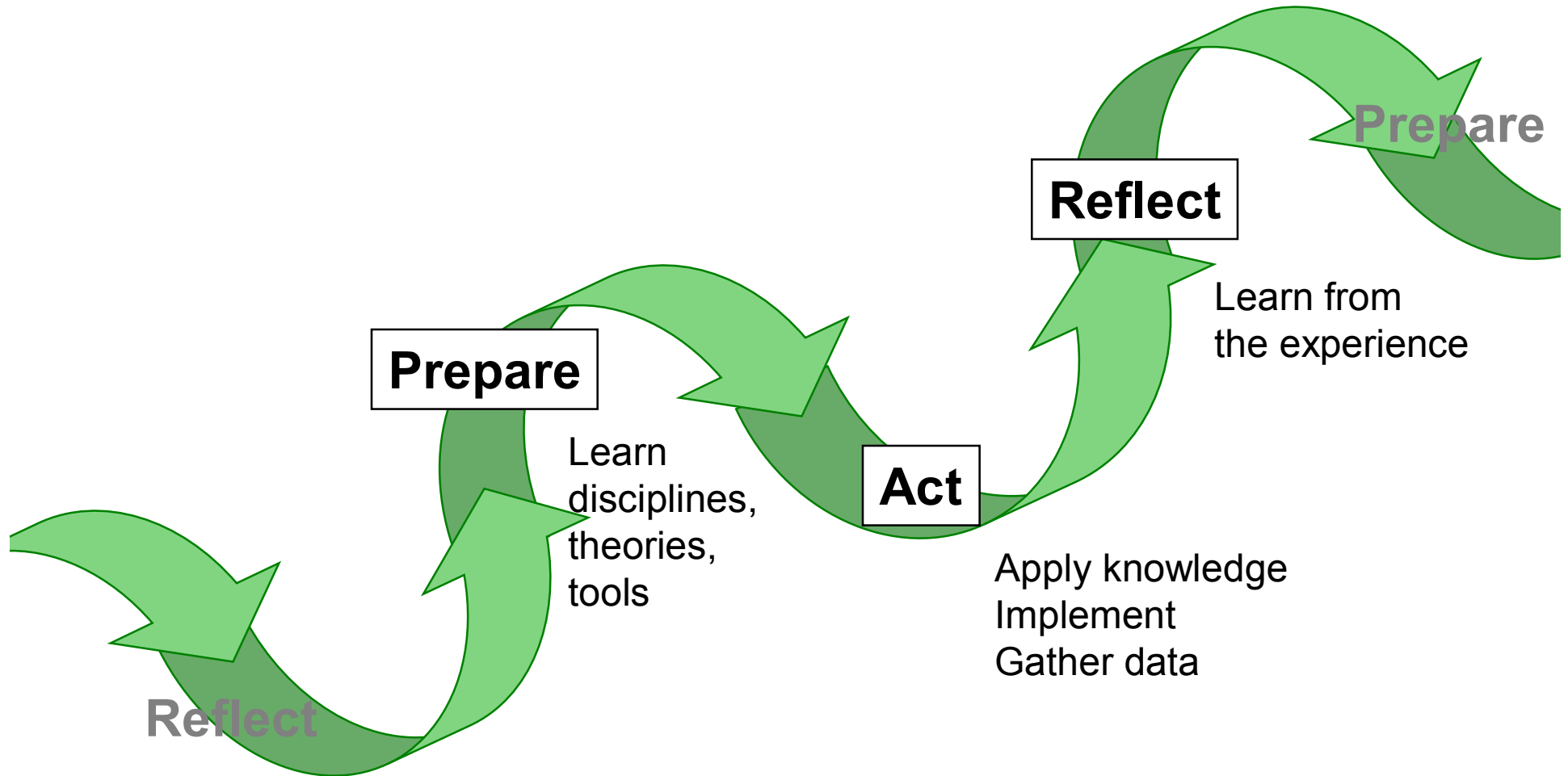
John F Kennedy [http://www.pbs.org/wgbh/amex/presidents/35\\_kennedy/psources/ps\\_tradmart.html](http://www.pbs.org/wgbh/amex/presidents/35_kennedy/psources/ps_tradmart.html)

***How*** do you learn to lead?

# Conditions for learning

- **Many** iterations
- Within the learner's **control**
- Outcome, performance, or other **feedback**
- **Explicit** criteria, expectations, prior beliefs
- Ways to **test**, probe, examine
- **Meaningful**
- **Safety**—psychological, physical
- **Time** to process
- **Guidance** for convergence

# Praxis@MIT Sloan: Framework for learning from experience





# Types of learning opportunities at MIT Sloan

- Theories, principles
- Tools, models, methods
- Vicarious learning
- Experiential learning
- “learning to think”

# Leadership Opportunities: In the Classroom

- **Core Courses**

- 15.311 Organizational Processes
- 15.280 Communication for Managers
- 15.277 Leadership and Personal Effectiveness  
Coaching

# Leadership Opportunities: In the Classroom

- Core Courses
- **Leadership Electives**, including:
  - Conversations with Jack Welch
  - Leadership and Change
  - Practical Leadership
  - Distributed Leadership Workshop

# Leadership Opportunities: In the Classroom

- Core Courses
- Leadership Electives
- **Experiential Learning Courses**, including:
  - Prepare-Act-Reflect
  - Tiger Teams
  - Leadership Tools and Teams

# Leadership Opportunities: In the Classroom

- Core Courses
- Leadership Electives
- Experiential Learning Courses
- **Practicing Management Seminars**, including:
  - 9/13: Decision-Making
  - 10/4: Successful Interviewing and Hiring
  - 10/11: Leading Successful Projects
  - 11/8: Managing Effective Meetings
  - 2/28: Charismatic Visioning

# Leadership Opportunities: In the Classroom

- Core Courses
- Leadership Electives
- Experiential Learning Courses
- Practicing Management Seminars
- **Sloan Innovation Period (SIP)**, including:
  - Bosnian Peacekeeping Simulation
  - Leadership in the Non-Profit Sector
  - Using Myers-Briggs to Understand Others
  - Influence and Improvisation

# Leadership Opportunities: Beyond the Classroom

- Orientation Leadership Program (Pilots)
- Trip and Trek Organizers
- Club Officers
- Student Senate
- Community Officers
- New Initiatives

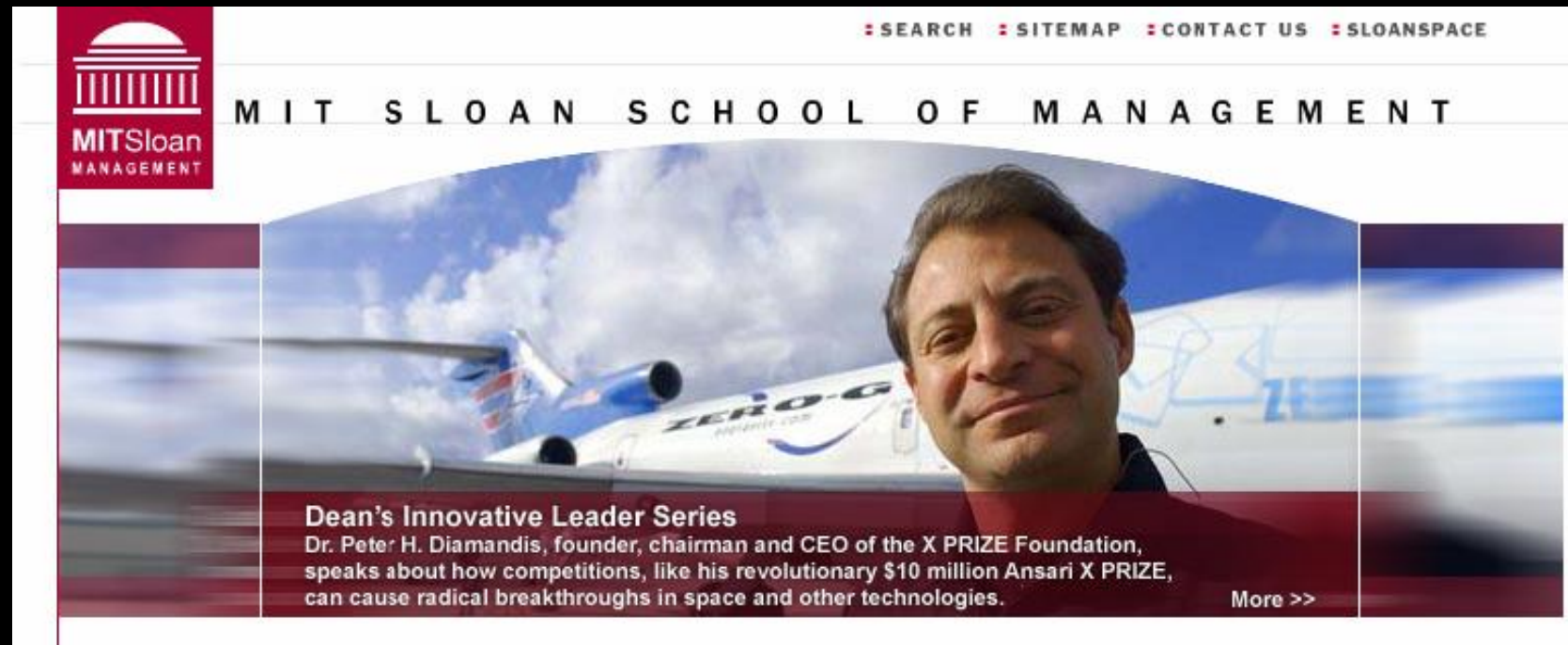
# A Sample Timeline

	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May
First Year	PM Seminar: Decision-Making	SIP: Bosnia Simulation		PM Seminar: Leading Projects	Dist. Leadership Workshop (3-day)	H1 Elective: Leadership and Change	SIP: Pilot Facilitation Skills		
		SIP: Obstacles and Ropes					Club Officer: Organize Speaker Series		
	15.277: Core Team Coached by 2nd-year MBA, with Team Feedback and Individual Practice							PM Seminar: Charismatic Visioning	
Second Year	15.990: Prepare, Act, Reflect: Lab for Getting Things Done				15.389: GLab Internship	H1 Elective: Tiger Teams	SIP: Self-Reflection		
	2nd-Year Pilot: Orientation Facilitation		SIP: Skill-building Seminar	PM Seminar: Coaching Skills				PM Seminar: Influence Skills	
	2nd-Year Pilot and 15.277 Coach: Coaching and Mentoring to 1st-year Core Team							Trek Organizer: Lead Student Trek Across the World	



# Dean's Innovative Leader Series

Conversations with innovative leaders  
who improve the world



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**Dean's Innovative Leader Series**  
Dr. Peter H. Diamandis, founder, chairman and CEO of the X PRIZE Foundation, speaks about how competitions, like his revolutionary \$10 million Ansari X PRIZE, can cause radical breakthroughs in space and other technologies. [More >>](#)

The screenshot shows a video player interface. The video frame displays a man, Dr. Peter H. Diamandis, smiling in front of a white aircraft with blue accents and the text 'ZERO-G' on its side. The video player has a dark red overlay at the bottom containing the text and a 'More >>' link.

# Learning best practice from the best practitioners



# Anne Mulcahy

## Chairman and CEO, Xerox



- The art of listening – “Good leaders listen.”
- Importance of good management instincts.
- Vision – “Even while Rome was burning, people wanted to know what the city of the future would look like.”
- Research and development
- Customer focus

“Communication is at the heart of everything”

# Lawrence Fish, Chairman and CEO, Citizen's Financial Group

- Living by the Citizen's Credo, 3 C's
  - Customers
  - Colleagues
  - Community

“ You cannot have happy customers and unhappy employees. It's amazing how many people miss that.”



# Indra Nooyi, Chairman & CEO, PepsiCo

- Roadmap to success – the 5 C's
  - Competency
  - Courage and confidence
  - Consistency
  - Compass
  - Coaching



“Don't ever lose sight of your true North”


<http://mitsloan.mit.edu/corporate/dils.php>

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Timothy Brown, CEO of IDEO, speaks to the MIT Sloan community March 16, 2006, as part of the Dean's Innovative Leader Series [More >>](#)

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<http://mitworld.mit.edu/series/84/>

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