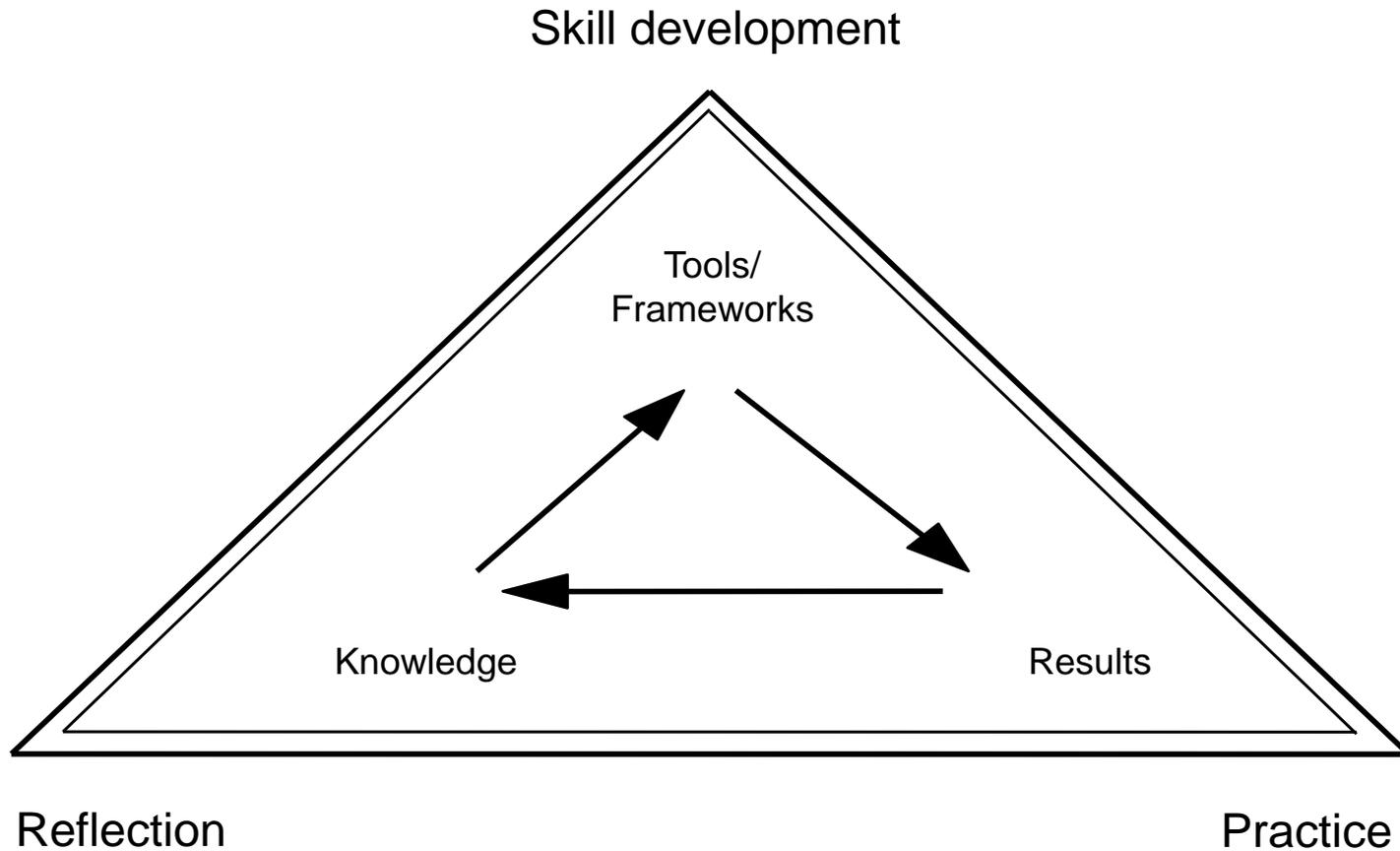

Internship Prep for LGO11 on-cycle internships

Jan Klein
April, Year 1

Agenda

- Leadership activities/deliverables while on your internship
 - Part of 15.317 curriculum/requirements
- Committee on the Use of Humans as Experimental Subjects (COUHES) training session
- Being an intern
 - Entry & learning the culture
 - Being part of geographically dispersed groups
 - Wednesday lunch: lessons learned from off-cycles

Leadership Practice Field



Leadership Definitions

- *The lifting of people's vision to a higher sight, the raising of their performance to a higher standard, the building of their personality beyond its normal limitations (Peter Drucker)*
- *Leadership is a function of knowing yourself, having a vision that is well communicated, building trust among colleagues, and taking effective action to realize your own leadership potential. (Warren Bennis)*

Leadership Activities/Deliverables

- Webcast on stakeholder analysis July, Year 2
- Stakeholder map & analysis due July
- Three lens analysis due September
- Webcast on project hand-off October, Year 2
- Mid-stream September, Year 2
 - LGO11 leadership discussion
 - joint session with LGO12
- 360 degree leadership survey due December
- Knowledge Review January, Year 2
 - LGO11 internship reflection
 - joint session with LGO12

Committee on the Use of Humans
as Experimental Subjects
(COUHES)

Why we have guidelines/requirements

- Advancement of knowledge must occur in ways that
 - are ethical and moral, and
 - respect the rights of subjects.
- Consequences of inappropriate studies
 - people are hurt, and the rights of subjects are abused
 - the reputations of investigators, and the institutions they are affiliated with, are damaged
 - potential legal proceedings
- Guidelines for appropriate behaviors are codified by law or regulation

History

- 1974: National Research Act requires:
 - informed consent from study participants and
 - review of research projects by Institutional Review Boards (IRBs).
 - Committee on the Use of Humans as Experimental Subjects (COUHES)
- 1979: Belmont Report identifies basic ethical principles that should underlie the conduct of research involving human subjects
- 1991: Code of Federal Regulations (Title 45, Part 46)
 - requires that COUHES review and approve all research involving human subjects that is performed under the auspices of MIT

Principle #1 - Respect for Persons

- Individuals should be treated as autonomous agents
- Subjects must have the freedom to volunteer for research without coercion or undue influence from others

Rules:

1. Informed consent - subjects must be given the opportunity to choose what shall or shall not happen to them
 - information
 - comprehension
 - voluntariness
2. Respect the privacy of research subjects

Principle #2 - Beneficence

- Obligation on the part of investigators to secure their subjects' well being

Rules

1. Use the best possible research design to maximize benefits and minimize harms
2. Prohibition of research that is without a favorable risk-benefit ratio
 - chance (probability) of experiencing harm, and
 - severity (magnitude) of potential harm

Principle #3 - Justice

- Fairness in who should receive benefits of research, and who should bear its burdens

Rules

1. Select subjects equitably
2. Avoid exploitation of vulnerable populations or populations of convenience

Surveys and Interviews

- Interviews
 - Modify template on next slide for introduction
 - If you use any direct quotes in your thesis, you must get permission from interviewee to use the quote. This can be done either by email (attaching the paragraph from your thesis using the quote) or an interview waiver sheet that you ask the interviewee to sign.
 - No quotes can be used without being cleared by interviewee, even those used anonymously
- Surveys
 - Modify template on slide 13 for introduction

Sample – Introduction to Interviews

- Purpose of the study and general categories of people you plan to interview.
- Participation is voluntary and there is no obligation to answer all questions. Subject has the right to discontinue the interview at any time.
- Reassurance of confidentiality even if they don't ask about it: Confidentiality may or may not be a concern for you, but I wanted to let you know that anything you tell me will be kept confidential. All the comments will be anonymous. We will also be extremely careful to assure that comments are generic and not attributable back to any particular individual unless prior approval is granted. The company will have an opportunity to review thesis for proprietary information. We will encourage the company sharing the thesis with all people interviewed.
- The material gathered through these interviews will be supplemented by academic research.
- Do they have any questions regarding the study before we begin?

Sample -- Survey Template

The purpose of this survey is to research _____.

This survey is strictly voluntary and there is no obligation to answer every question; omit any questions you are unable or uncomfortable in answering. INDIVIDUAL RESPONSES WILL BE CONFIDENTIAL. The aggregated data will be used by the research team to identify areas of concern to members _____ and for feedback to sponsoring companies for action planning to better support their _____.

If you have any questions concerning this survey, please contact :

LGO Thesis Requirements

- Sign-in verifying that you have attended training session
- Complete one-page description of research methodology (outlined on next two slides) and include with thesis proposal

Thesis Methodology Relative To Use Humans As Experimental Subjects

I. Basic Information

1. Thesis Title	
2. Student	
Name:	E-mail:
3. Faculty Advisor(s)	
Name:	E-mail:
Name:	E-mail:
4. Funding. <i>If the thesis research is funded by an outside sponsor, the investigator's department head must sign below.</i>	
Outside Sponsor:	Contract or Grant Title:
Contract or Grant #:	OSP #:
5. Human Subjects Training. <i>All students MUST take and pass a training course on human subjects research. MIT has a web-based course that can be accessed from the main menu of the COUHES web site. Attach a copy of your Course Completion Notice.</i>	

Thesis Methodology Relative To Use Humans As Experimental Subjects

II. Thesis Methodology

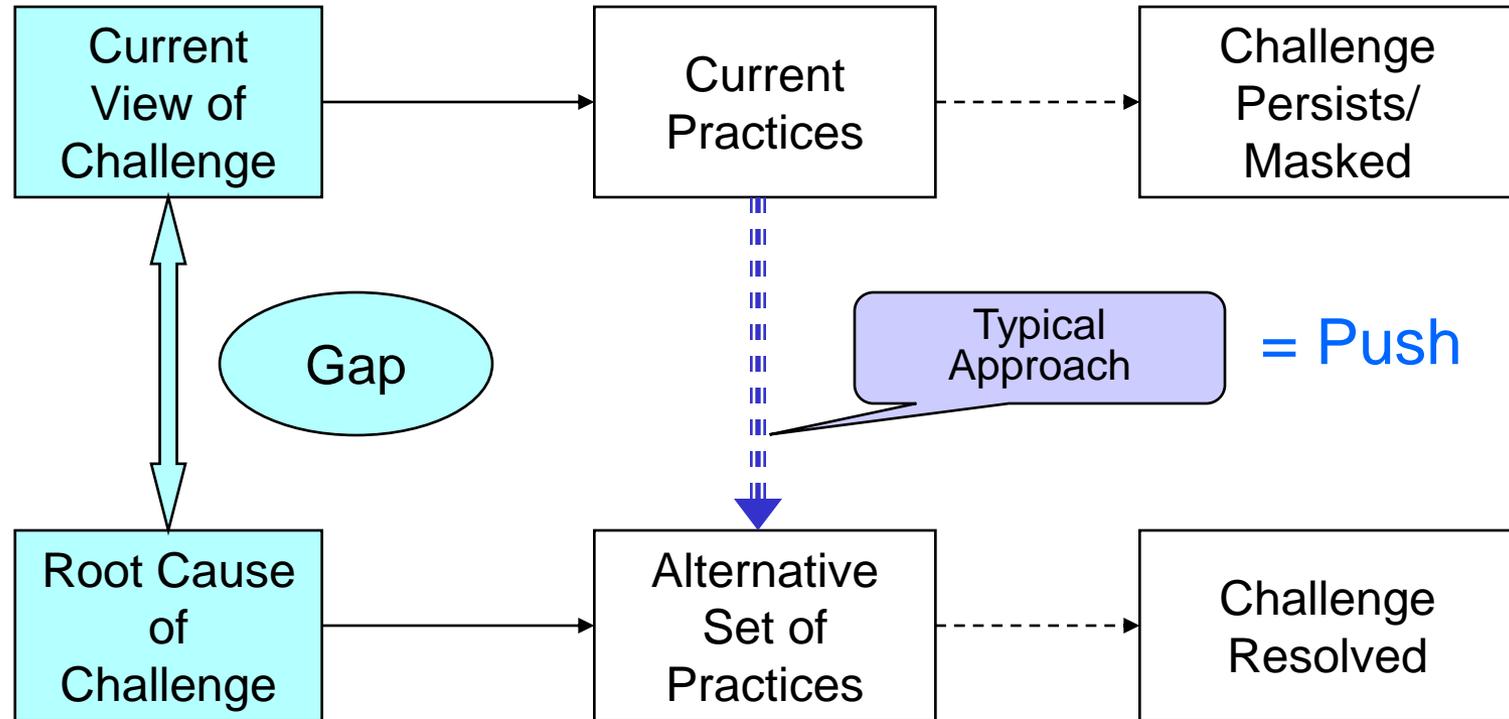
- A. Types of data that you will be collecting:**
- B. Methodology for collecting data:**
- C. If you plan to interview/survey people, how will those people be identified?**
- D. If you plan to use interviews and/or surveys, outline the types of questions you will include:**
- E. Location of the research:**
- G. Procedures to ensure confidentiality:**

Questions on COUHES?

Being an Intern

- Martian vs Convert
- Building Credibility
 - You as a competent individual
 - Your ideas and outside perspectives
- Jumpstarting the learning process
 - Organizational processes and routines
 - Cultural assumptions

Introducing Outsider Perspectives



Klein's Organizational Truths

1. The introduction of new ideas/concepts occurs within the context of the organization's existing culture.
2. Cultural transformation may be needed to institutionalize new ideas, but the existing culture is the reality.
3. Successful leaders leverage the existing culture to change the culture.

Basis for Legitimacy

Experience Based

decisions are influenced by the experience base of key individuals who are valued for their seniority, age, or longevity within the organization/industry

Technocratic

decisions are data driven with a high value placed on analytical thinking

Basis for Relationships

Hierarchical

peer communications across functions must go up the hierarchical ladder in one silo to an executive decision maker before coming back down to a counterpart in another one

Lateral

lateral relationships are the key to decision making, getting things done, and knowledge exchange

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15.317 Organizational Leadership and Change
Summer 2009

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