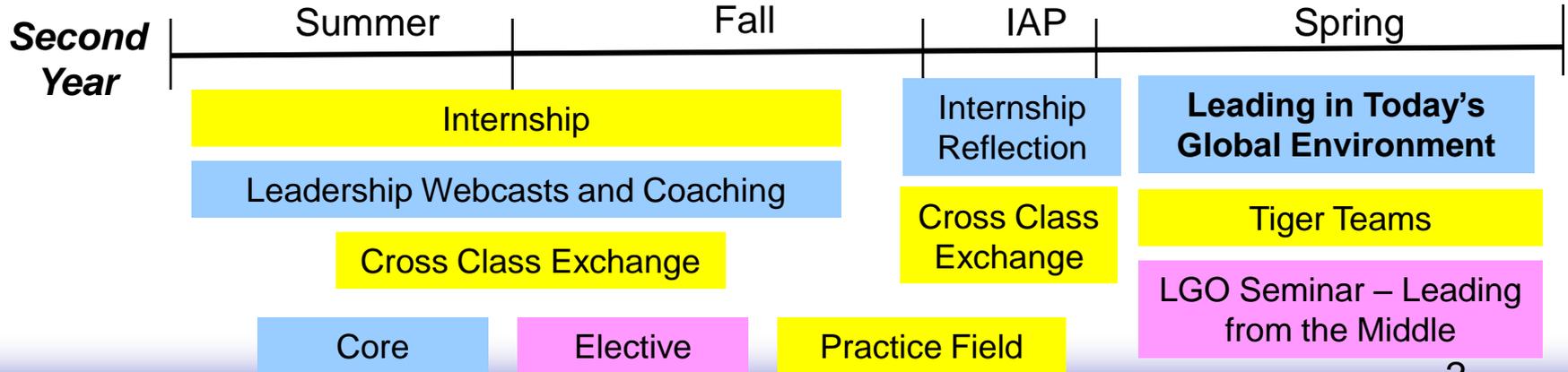
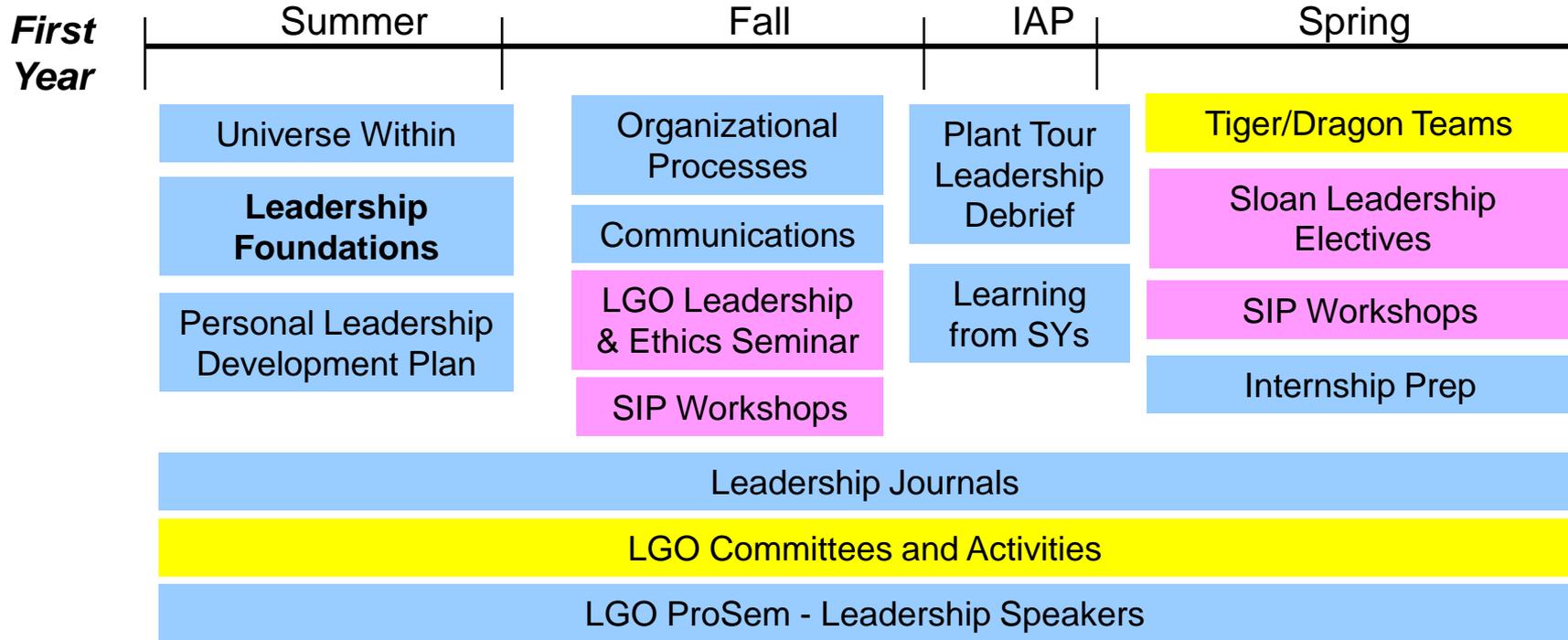


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# Internship Reflection: Leadership Learnings

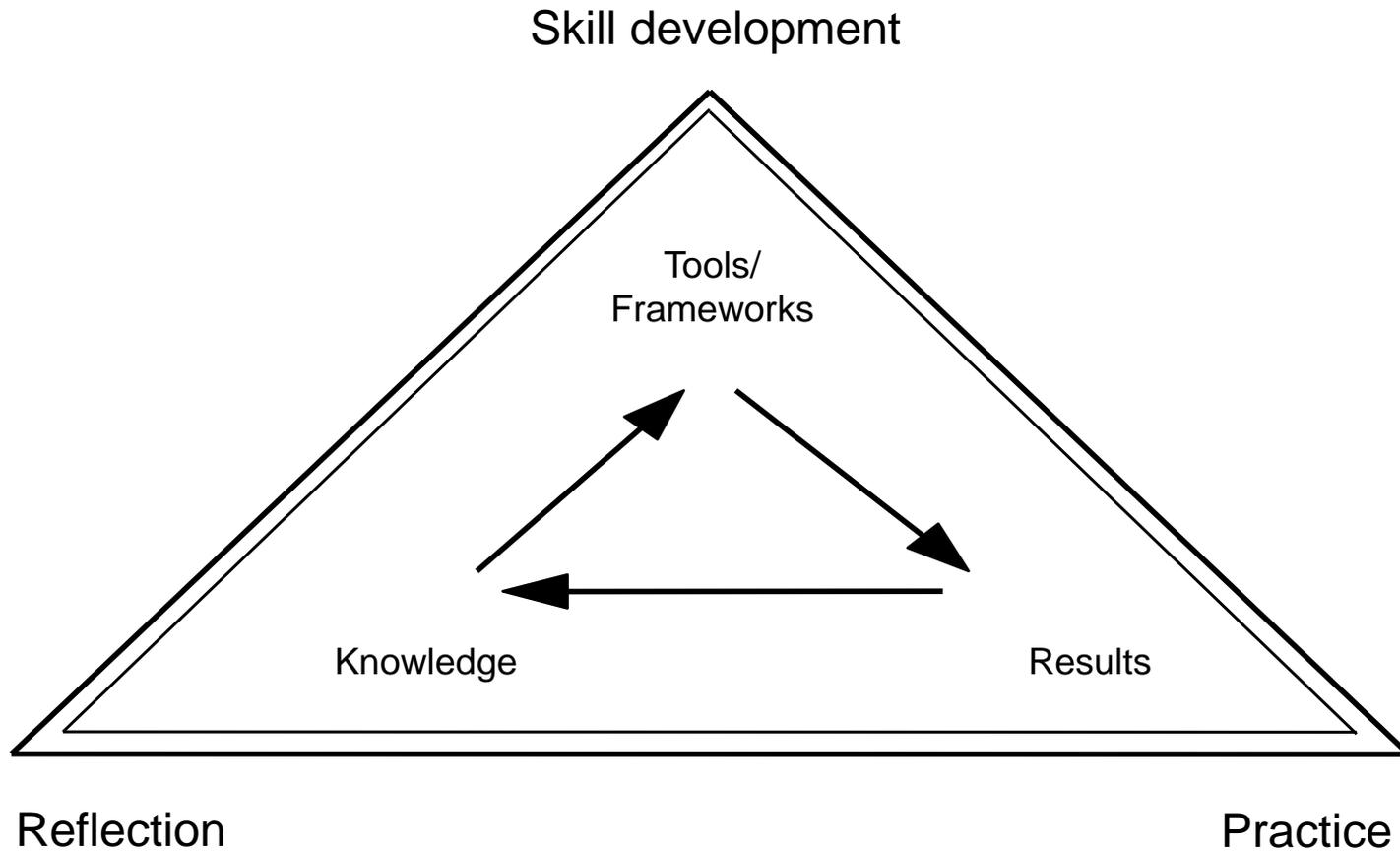
Jan Klein  
January, Year 2

# A Two Year Journey



# Leadership Development

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# Today

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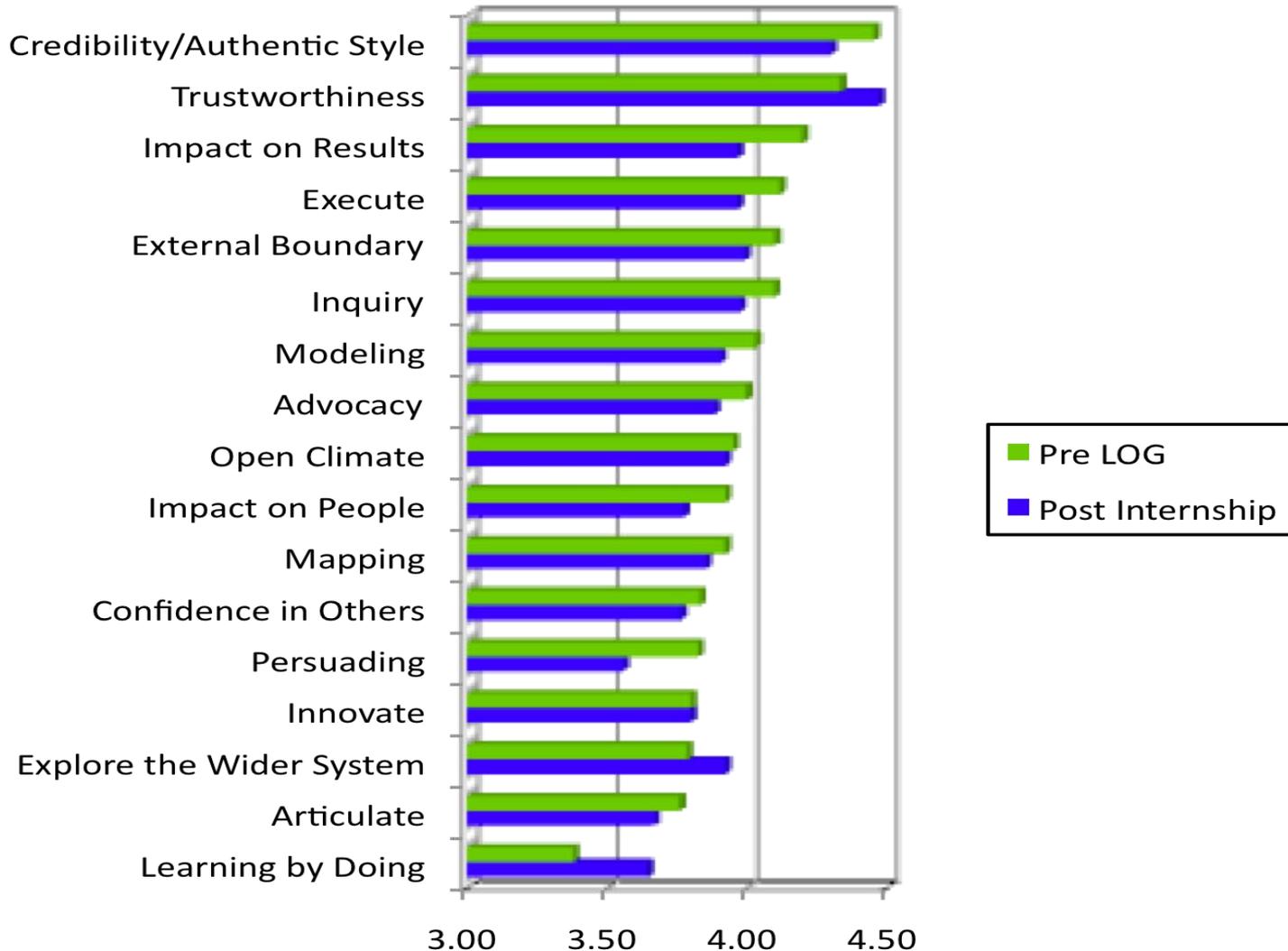
- Review cohort feedback from 360 leadership assessment
- Internship learnings via crucibles
  - Analyze use of impression management techniques
- Overview of 15.317 part 2 (H2)

# Internship Leadership Assessment Survey

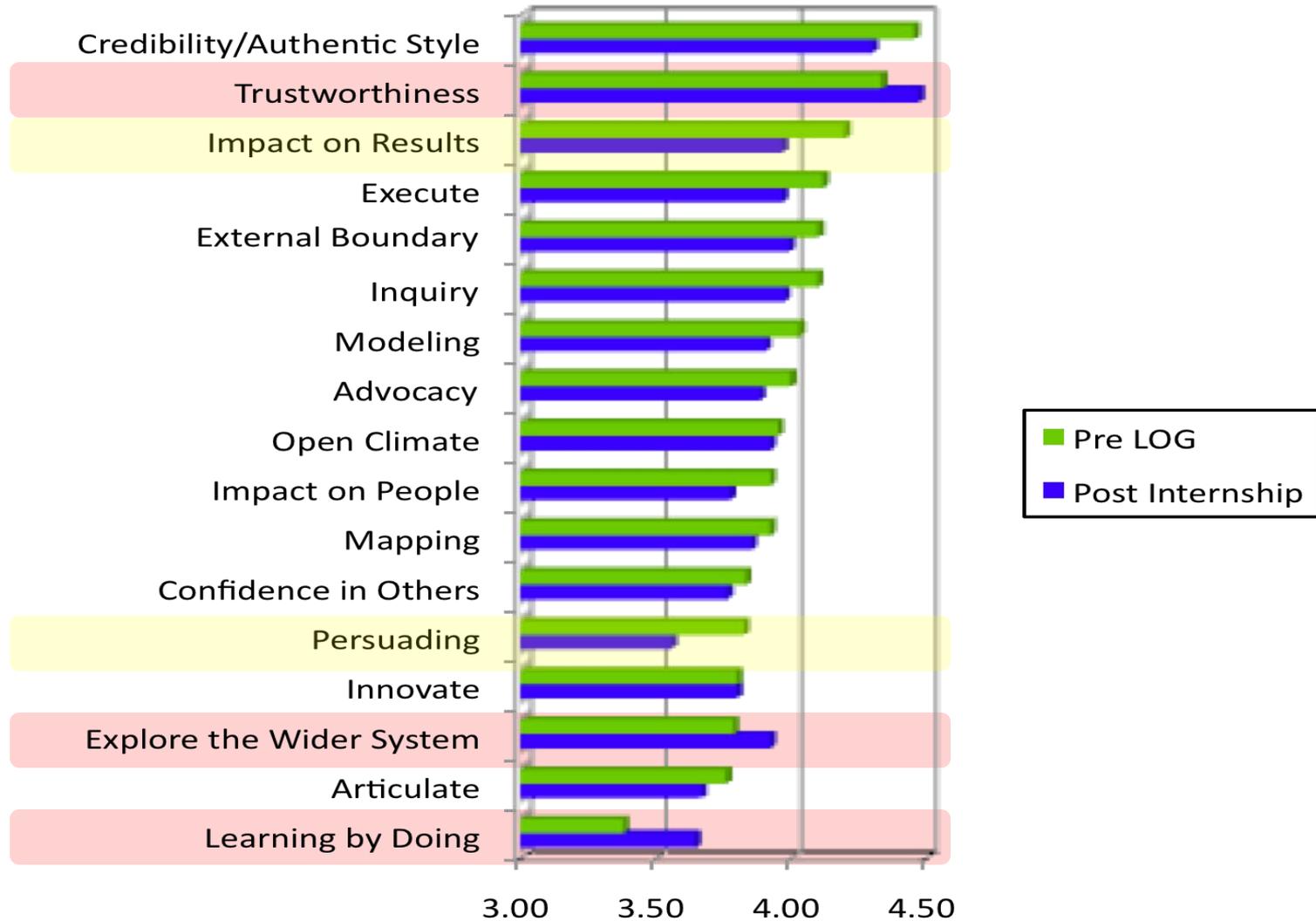
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- 32 completed the self-assessment
- 37 received feedback from others
  - 31 received feedback from managers
  - 17 received feedback from peers
  - 4 received feedback from direct reports
  - 16 received feedback from customers
  - 26 received feedback from LGO/Sloan team
- 44% of feedback came from LGO/Sloan

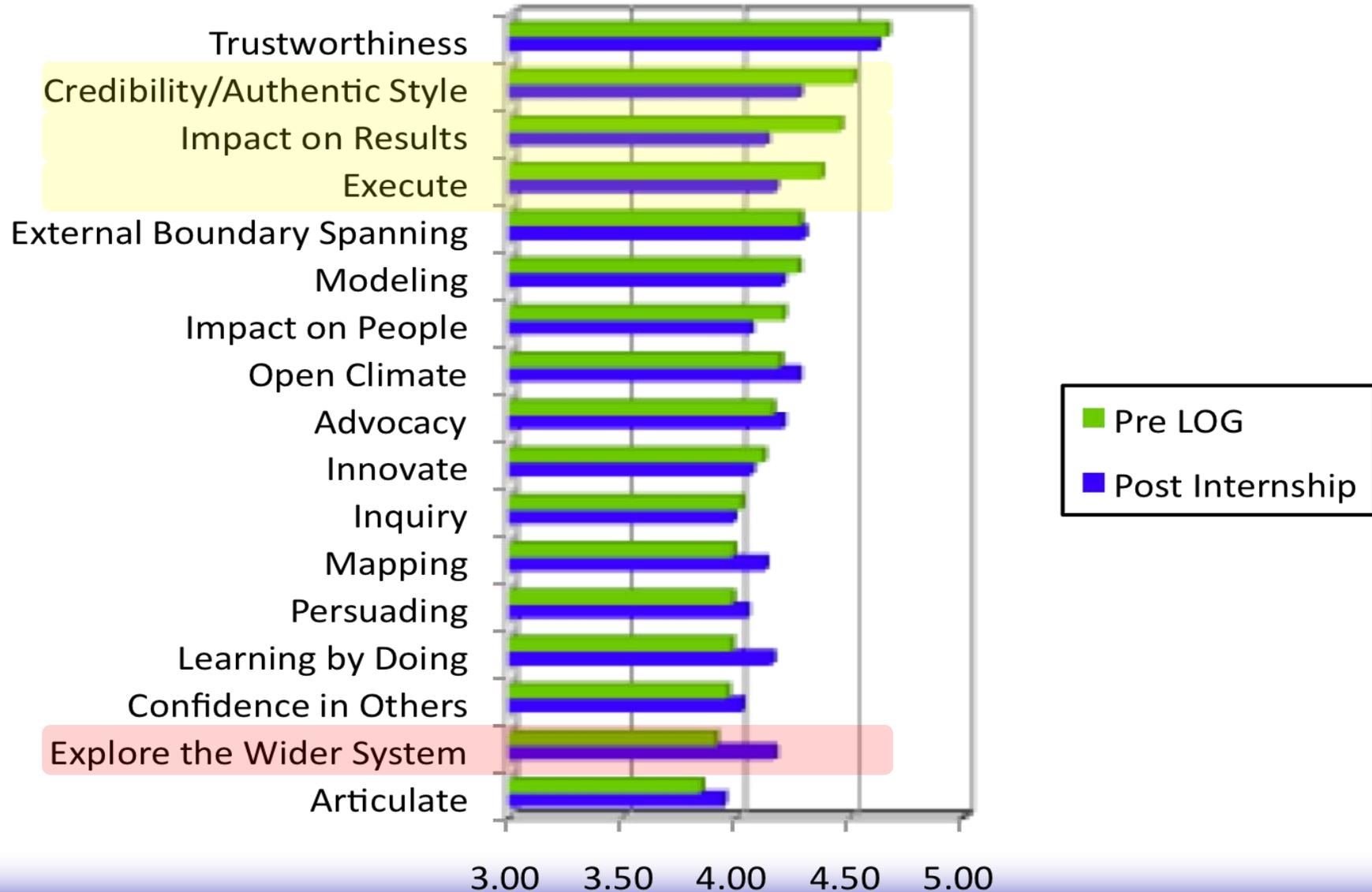
# Pre-LGO vs. End of Internship: Self Assessment



# Pre-LGO vs. End of Internship: Self Assessment



# Pre-LGO vs. End of Internship: Feedback from Managers/Supervisors



# Most Improved Behaviors (change >.25)

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## Self

	pre LGO	post internship	change
Creates pilot projects to test whether new ideas will succeed in his/her organization.	3.05	3.59	0.55
Sound principles guide his/her behavior.	4.42	4.72	0.30
Seeks out divergent views about important issues to spark new ways of thinking about organizational issues.	3.42	3.69	0.27

## Manager

	pre LGO	post internship	change
Seeks out divergent views about important issues to spark new ways of thinking about organizational issues.	3.75	4.29	0.54
Creates pilot projects to test whether new ideas will succeed in his/her organization.	3.70	4.13	0.43
Blends information about the structure, politics, and culture of the organization.	3.78	4.12	0.34

# Areas for Further Development (<3.50)

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## Self Assessment Post Internship

Initiates new courses of action to determine how the organization will respond.	3.34
Develops non-traditional ways of working together to get the job done.	3.43
Creates a compelling vision of new possibilities for the organization.	3.43
Helps others to develop the skills needed to meet new challenges.	3.45
Creates new structures to get work done.	3.47
Acquires resources (e.g., money and equipment) for his/her activities.	3.48

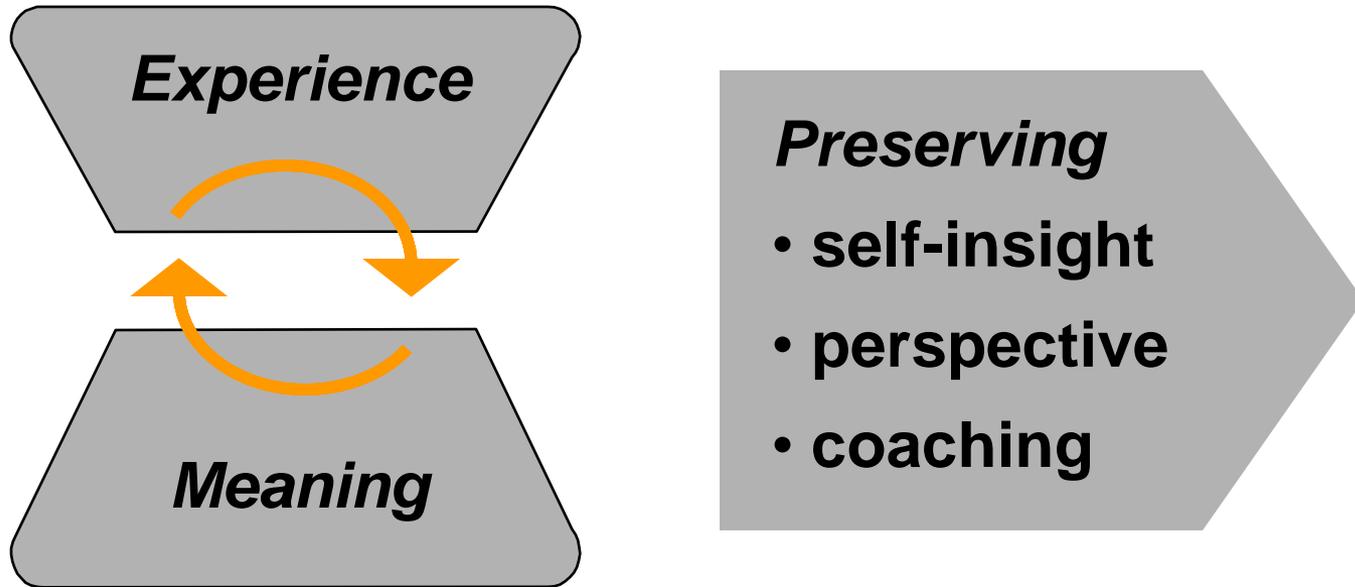
# Discussion Points

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- Do these trends resonate for you?
- What is missing?
- What does it imply concerning your leadership development needs?
  - Things we can do in the classroom?
  - Things you can do this semester?
  - Things you should do post graduation?

# Learning to Lead

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## Crucible

Adapted from W. Bennis & R. Thomas, *Geeks and Geezers*, 2002

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# Impression Management

# Impression Management Strategies

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- Self-Promotion
  - Seek to be viewed as competent by touting abilities and accomplishments
- Ingratiation
  - Seek to be viewed as likable by flattering others or doing favors for them
- Exemplification
  - Seek to be viewed as dedicated by going above and beyond the call of duty
- Intimidation
  - Seek to be viewed as intimidating by threatening or bullying others
- Supplication
  - Seek to be viewed as needy by showing weaknesses or broadcasting limitations

# Internship Reflections

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- In Triads, share an internship crucible
  - Did you see it coming? If so, why/how?
  - Did you use impression management strategies and, if so, was it effective?
  - What is your key leadership take-away from the experience?
  - What can you do to prepare yourself for future crucibles?

# Research on Impression Management

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- Self-monitors (people who are sensitive to appropriateness of projected image & ability to change behaviors to fit situation) favor positive impression management strategies: Ingratiation, self-promotion and exemplification
- Supplication and intimidation are likely to have negative repercussions
- Women tend to be less aggressive in using impression management
- Machiavellians (individuals who are manipulative) use all strategies indiscriminately

# 15.317

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- 12 units over two years
  - “T grades” last summer for initial units
- Grading
  - class participation (40%)
  - internship & reflection papers (20%)
    - internship stakeholder analysis
    - internship challenges discussed at Midstream
    - 3 lens analysis
  - leadership paper – **due May, Year 2 (40%)**
    - 5 page (max) reflection on your personal leadership take-ways from your internship and your two years in LGO

# 15.317 Format

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- In-class exercise
- Guest speakers
- Personal case histories (structured leadership lab)
  - the context (i.e., organizational setting)
  - the leadership challenge
  - small group discussion around what others would do in such a situation
  - recommendations from the small groups to the presenter
  - what happened
- Reflection

# 15.317, Spring 2011 Roadmap

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- Session 1**      **A Different Lens on Leadership**
- Session 2**      **Leadership Fears**
- Session 3**      **Leading Diverse Stakeholders**
- Session 4**      **Ethical Dilemmas**
- Session 5**      **Leading Change**
- Session 6**      **Looking Back Over The Past Two Years**

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# Leading from the Middle

MIT OpenCourseWare  
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15.317 Organizational Leadership and Change  
Summer 2009

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