Leadership at MIT Sloan

Deborah Ancona

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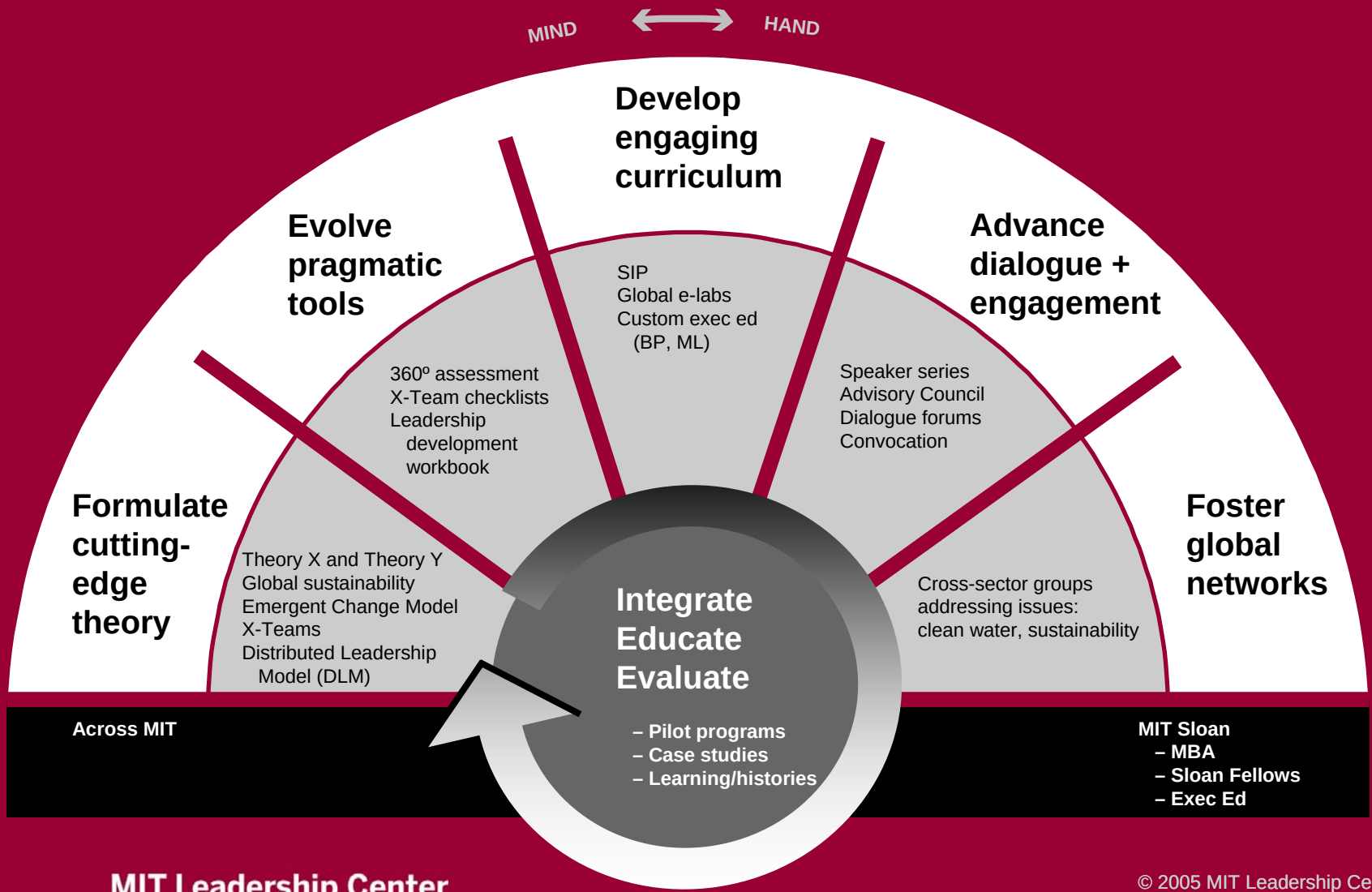
Creating theory and tools to enable leaders to solve complex, global challenges



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Lots of Experimentation and Adaptation

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What Works?

a. Simple, research-based, actionable models
b. Tools associated with those models
c. Leadership plus
d. Leadership in action plus support
e. Multiple modes of learning not one size fits all
f. Theory and practice in constant dialogue
g. Small, committed faculty group
h. Setting expectations – creating a culture
i. Be bold – Do what you want to do - Invent

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a. Simple, Research-based, Actionable Models

Visioning

Sensemaking

Relating

Inventing

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b. Tools Associated with Models

Scouting Activity
- Investigate the problem, issue or opportunity
- Investigate current BP practices
- Investigate competitors and outside experts
- Investigate yourselves and how you view the problem
- Investigate Projects Academy tools

Ambassadorial Activity
- Consider what management or functional support is needed
- Create buy-in from the start
- Identify allies and adversaries

Task Coordinator Activity
- Identify dependencies
- Actively collaborate with PA community

Team management
- Get to know team members
- Set roles and norms for the team
- Brainstorm and make decisions
- Organize yourselves to carry out sensemaking and relating

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c. Leadership Plus

- **ML – with Andrew Lo**
- **BP – with Engineering, Systems Dynamics and Value Chain**
- **G-Lab – with International Entrepreneurship**

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d. Leadership in Action Plus Support

- **Project-based learning:**
  - BP, CVRD, I-Teams, Tiger Teams, G-Lab…
- **Support:**
  - Check-ins, coaching, assessment

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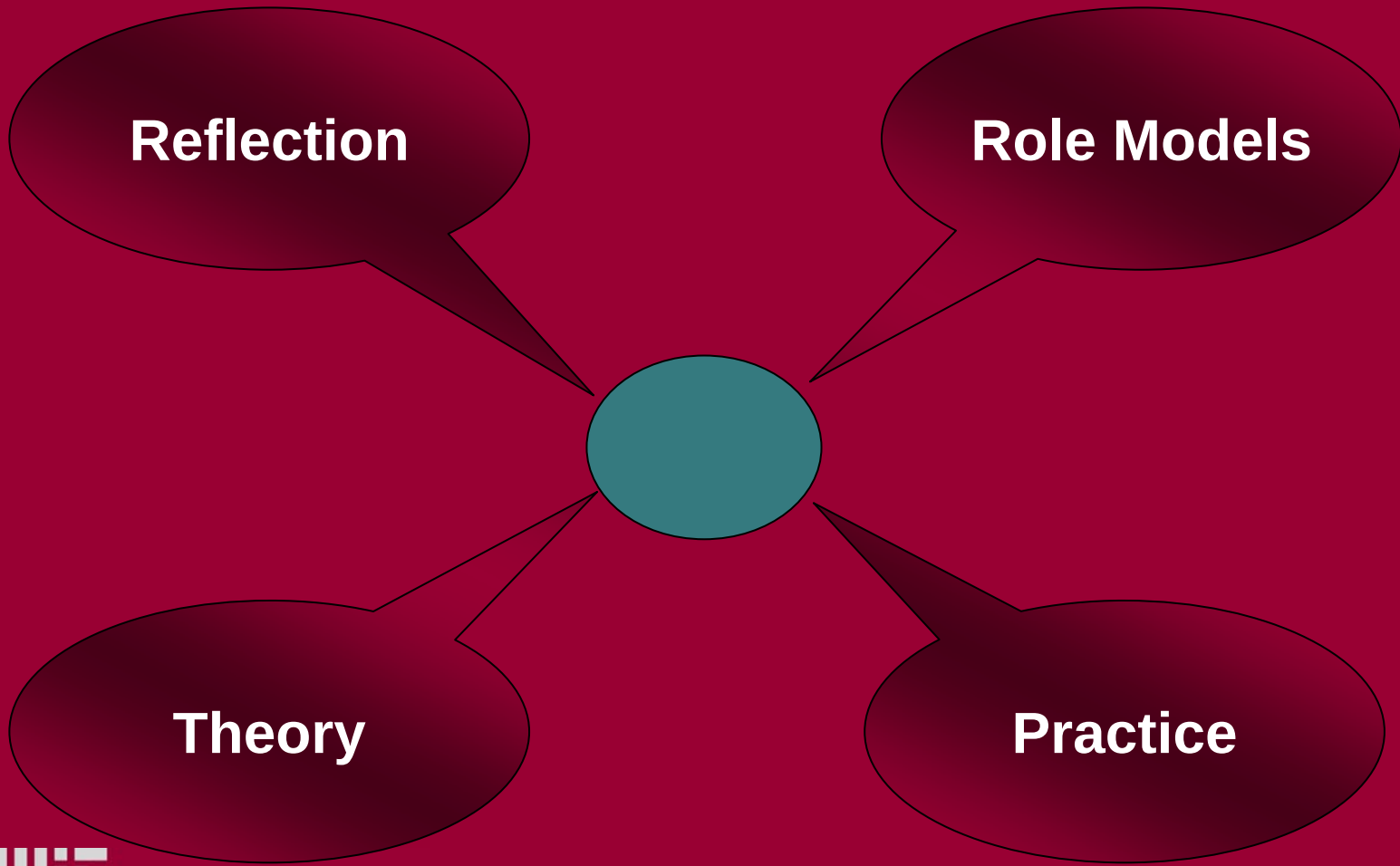
e. Multiple Modes of Learning



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f. Theory and Practice in Constant Dialogue

John Reed meets Karl Weick

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g. Small, Committed Faculty Group

- We wish we were PIMO
- "A small group of thoughtful people could change the world. Indeed it is the only thing that ever has."

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h. Setting Expectations – Creating a Culture

“We expect you to be leaders.”

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i. Be Bold – Do What You Want to Do - Invent

SIP, Workshops, Cross-sector (Elias), Leadership in Action

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