

# **Project Teams 2.0**

# Last Meeting

- Lot's of energy ...
- Some strands seek to leverage the relationship to MIT
  - *Mens et Manus*
    - Mind and hand
  - Learning by Doing
- *Distinctive Identity Which Embraces MIT*
- Projects could be the differentiator
  - Jim Orlin's presentation shows that many of us are already doing this

# Projects' Wide Footprint

- Share borders with many of the ideas...
  - MIT's Business School – Steve Graves
  - “Ecole Polytechnique” – Organizationally effective techies running companies-Bertsimas
  - Ed Robert's TIE – Real world contact
- Teams also came up ...
  - “Going Global” Ricky Locke
  - BP – Don Lessard
  - Leadership – Deborah Ancona
  - 50k -- Eppinger and Ariely
  - Complement Techie image – SP Kothari

# Big Idea

- **“Business is about determining what to do and how to get it done.”** *John Reed, November 15, 2004, Address to Sloan community*
- Separating analysis from management
  - What to do, and how to do it...
- Our worry is that without separating them, neither is done well

# What to Do, How to Do

- What to do...For many situations, necessary, not sufficient
- “How to do it” complements, does not substitute for “what to do”
- We believe in strong analysis
  - “No substitute for getting the analysis right...”
- We are analytical about “How to do it”
  - Research driven
  - Not looking to increase the practitioners

# Good for Sloan

- **Addresses the stereotype that Sloanies work for graduates of other schools**
  - Reed: fine starting out...
- **Problem: FOREVER**
- **Lacking “Ability to Drive Results”**
  - Write a memo, expect it to actually get done

# What Is To Be Done?

- NOT talking about revising the basic structure of the First Semester Core
- Of course, improvements need to be made on what we currently do in the core
- Our emphasis is on the POST core experience
- Roberts' idea of making it a field requirement?

# We Have Many Successes

- G-lab (IAP)
- Innovation lab
  - Despande Center/Entrepreneurship center
- Andrew's Merrill Lynch
  - First year challenge
- BP, LIE
  - Lots of Exec ed programs
- Orlin's 25...
- Improve support for all of these



# Gibbons' Two-Way Street

- Bring the field into our research
  - Ricky's experience with G-lab and research on corporate social responsibility
  - Eppinger and Product development
- Teams can cross-pollinate faculty
  - Multifunctional teams put scholars at risk of learning something from their colleagues!
    - **Strange bedfellows can be fun!**
      - **Spark collaboration (e.g., PIMO)**