

15.668

# People & Organizations

Career expectations and Written  
Assignments

Session 3

# Career Expectations :3 Generation Comparisons

- **Similarities**
  - Hard work
  - Financial and job security—maybe less than parents/gp but still important to us
- **Differences**
  - Not just any job that is secure...
  - Meaningful, enjoyable, challenging work
  - Opportunity to learn
  - Mobility—want and expect to move around
- **Surprise! Similarities dominated over differences!!!)**

# What's needed to Succeed?

- For Me
  - Work hard, good education
  - Build both strong technical and “soft” skills
  - Networking
  - Luck!
- To assure others also succeed
  - Integrity and leadership
  - Pay attention to community—give back; build community; network broadly
  - Pass knowledge on to others
  - Create enough jobs for all!!!

# Written Assignments

- Individual papers on an organization
  - Ses #3: Post paragraph on your organization
  - Ses #15: First draft due
  - Ses #24: Final paper due
- Team paper on org change challenge
  - Ses #14: Post paragraph on your org change
  - Ses #25: Team paper due

# Some Team Project Ideas

- BP Disaster: What should MIT learn from it and are we doing so?
- Merging multiple transportation agencies into the new MassDOT
- MIT and Haiti: what should MIT be doing and how are we organizing ourselves ?
- Institute-wide Planning Task Force Report: How are implementation plans moving?

# Deliverable

## Assignment:

Teams are to react to the feedback from their observer and draw on the data from their assessments and prepare a “team development plan” with concrete goals for improvement. Each team posts its improvement plan.

# Diversity

- Team members understand the range of background, skills, preferences, similarities, and perspectives in the team.
  - Team members differences and similarities have been effectively harnessed toward achieving team goals.
  - The team cannot integrate diverse viewpoints.
- 
- High-values → Agree with #1 and #2, Disagree with #3

# Role Clarity

- Members view themselves as a team, not a collection of individuals who have their own particular jobs to do.
  - The team has an effective work structure (i.e., an understanding of what work needs to be completed, and who is responsible for each piece of work).
  - It is not clear what each person in the team is supposed to do.
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- High-values → Agree with #1 and #2, Disagree with #3



# Conflict

- Team members have a clear set of norms that cover most aspects of how to function.
  - Team members often disagree about ideas, procedures, and priorities.
  - Members take arguments personally and get angry with one another.
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- High-values → Agree with #2 and #3, Disagree with #1

# Collective Effort

- Every member does his or her fair share of the work.
  - A few members do most of the work.
  - A few people shirk responsibility or hold the team back.
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- High-values → Agree with #1 and #2, Disagree with #3

# Coordination

- Team activities are well organized.
  - Coordination among members is a problem: people do not seem to know what to do and when to do it for smooth team functioning.
  - Members express their feelings freely in the team.
  - Team members support each other.
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- High-values → Agree with #1, #3, and #4 Disagree with #2

# Satisfaction

- The quality of our work is superior.
- The efficiency (speed) of our team is superior.
- All in all, I am satisfied with being a member of this team.

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