

People and Organizations

Putting the Political Lens to Work
Implementing Recommendations
for the MIT DUE

Basic Tools of Political Perspectives

- Interests—substantive and relationship
 - Stakeholder Mapping---supporters & blockers
- Power—building it & using it wisely
- Negotiations—building and using coalitions

A Case Study: Politics of Designing the Minor

- Challenge and Opportunity
 - Longstanding interest from MIT in Sloan Minor
 - Major donation provides resources (along with the Provost)
- Deans “ask” me to Chair Design Committee (9/03)

Mapping Stakeholders: Ss or Bs?

- MIT Administration—President, Provost
- Deans and their Faculties
 - Engineering Council (Dept Heads)
 - School of Science
 - HASS
- Sloan faculty, Visiting Committee...
- MIT Committees: CUP & COC
- Current and Future Donors
- Students

The 2 Year Saga

- Diverse Sloan Committee created
- Visiting around campus (30+ key faculty, deans, administrators “Rigorous but Cool”)
- Brainstorming phase—design principles
- 7 months negotiating curriculum
 - Finance is different than accounting!
 - Innovation & Entrepreneurship or nothing!
 - What about Marketing????
 - And many other proposals, iterations....

And the Approval Process

- All MIT Students are Above Average!!
 - so a lottery not a selection process
- Closing the deal at Sloan—
 - That's what the dean is for—ally with power
 - Never let the faculty vote no (or yes)
- CUP, CUP,...COC,COC,COC.....
- Approved March 2004

Your Group Task

- Write on your board in one sentence your key recommendation (from Monday) for changes in the structure of MIT's DUE
- Do a Stakeholder mapping of the interests (supporters (S) and blockers (B) affected by your recommendation
- Develop a strategy for implementing your recommendations by drawing on the Ss and neutralizing or overcoming the resistance of the Bs—be specific!
- Prepare to defend your strategy to the class—you may find some potential Ss and Bs you will have to influence!

Summing Up: Politics

- Multiple Interests, Power, Conflict
 - Universal features of organizational life
 - Needed to get things done
- Learn to map stakeholders
- Respect power but don't give up—find options and use alternative sources of power
- Use power respectfully—stay true to your values or:

“live by the sword, die by the sword

Monday's Assignment for Organizational Culture

- Bring to class a physical (or a picture or some representation) artifact (see p. M2-70) that tells us something important about the *MIT Culture*.
- Be prepared to tell a newcomer e.g., Susan Hockfield) what values and assumptions about MIT that this artifact suggests (again see p. M2-70).