



**EMERITUS**  
INSTITUTE OF MANAGEMENT

# **Building a High Performance Organization** *Lessons from MIT and Other Global Ivy Leaders*

**Bob Halperin**

**Chairman, Emeritus Academic Board**

**Research Affiliate, MIT Center for Collective Intelligence**



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# Our Agenda Today

- **Lead the business**

What three key questions must leaders answer successfully to win in the marketplace?

*Product & Service Innovation: MIT's Approach to Design Thinking (MIT Prof. Steven Eppinger)*

- **Lead your team**

Why does one leader's approach enable success while another's leads to failure?

*Leadership: People, Teams & Organizations (Columbia Profs. Adam Galinsky & Katherine Philips)*

- **Lead yourself**

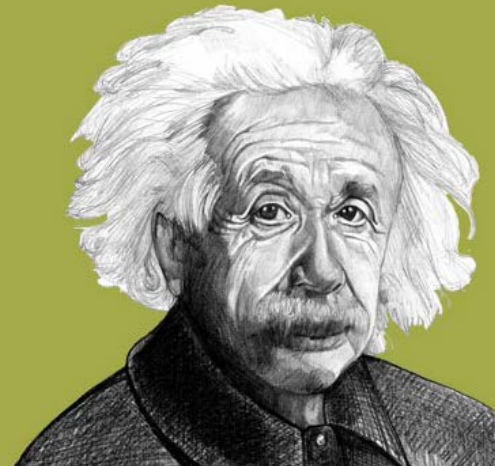
Know yourself better, asking why should anyone be led by you?

*Leading Organizational Change (MIT Prof. John Van Maanen)*

# Lead the business

What three key questions must leaders answer successfully to win in the marketplace?

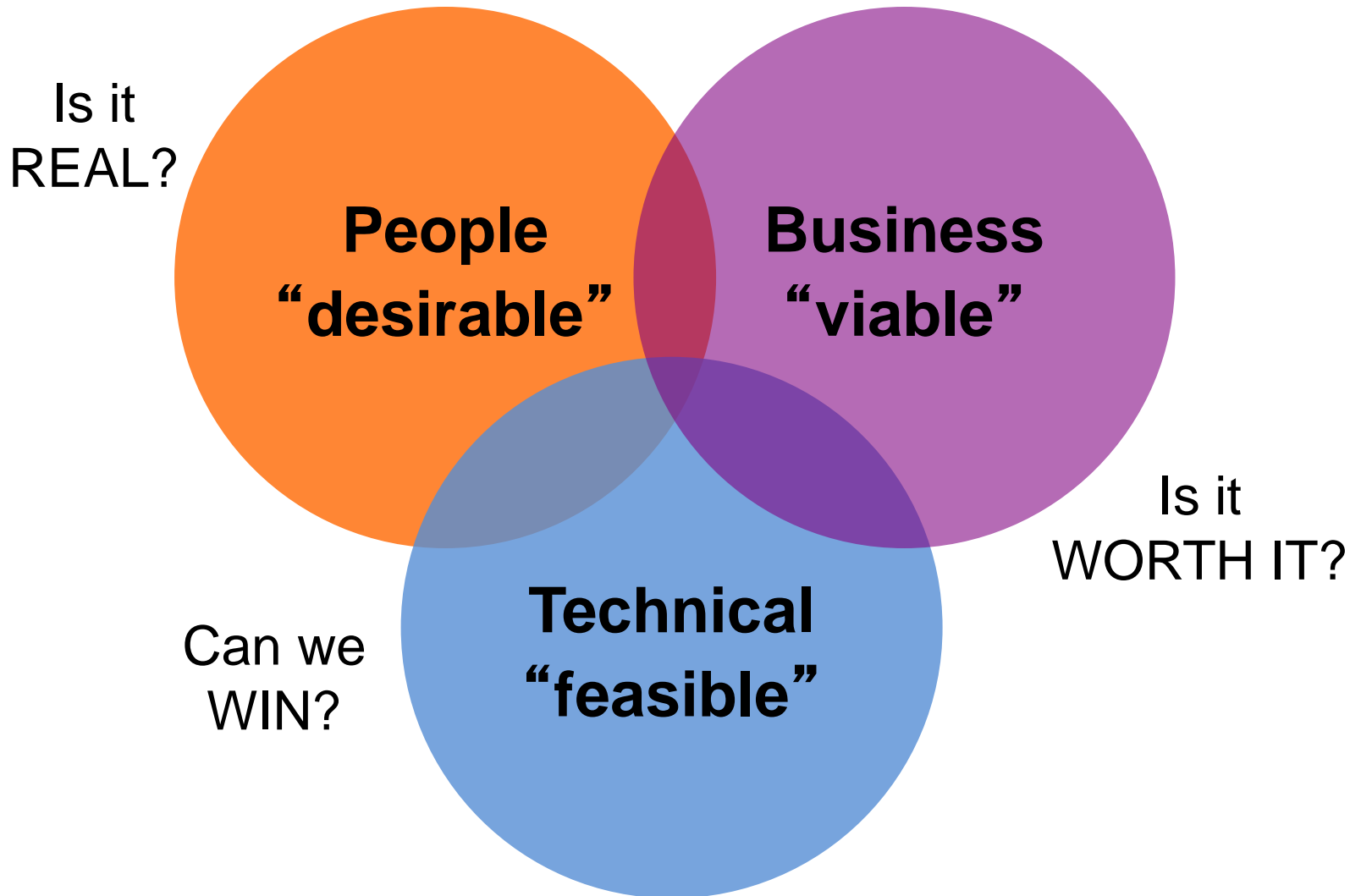
Everything should be made  
as simple as possible, but not  
simpler.



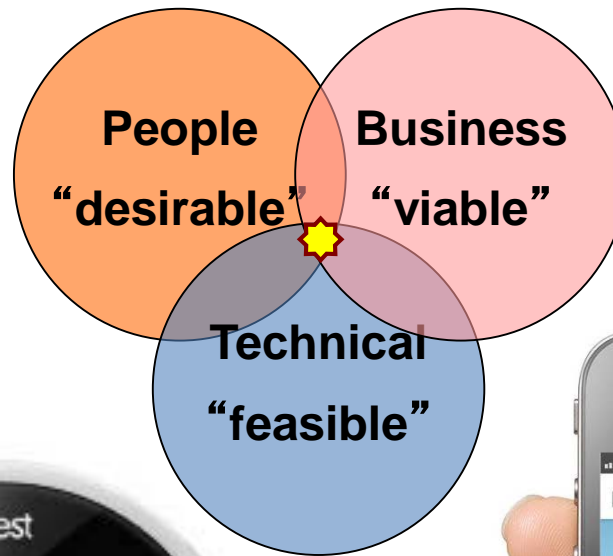
*Emeritus Course:  
Product & Service Innovation: MIT's Approach to Design Thinking  
(MIT Prof. Steven Eppinger)*

# Three Product Design Challenges

Screening opportunities using Real-Win-Worth-it



# Nest Learning Thermostat





# IDEO: Explore > Create > Implement



<https://www.youtube.com/watch?v=M66ZU2PClcm>

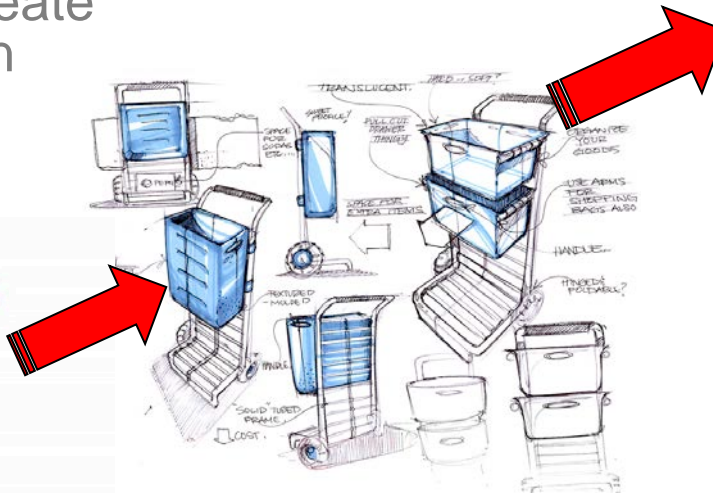
# “The Deep Dive” video by ABC Nightline

## IDEO's Challenge

- Redesign a grocery shopping cart
- One week demonstration project

## Your Assignment

- Process: Explore
- Process: Create
- Organization
- Culture



### IDEO's Process: Explore Phase

- Why do they do it?
- How do they do it?
- What do they learn by getting out into the world?

### IDEO's Organization

- Who are the people on the team?
- How is the team organized, led and run?

### IDEO's Process: Create Phase

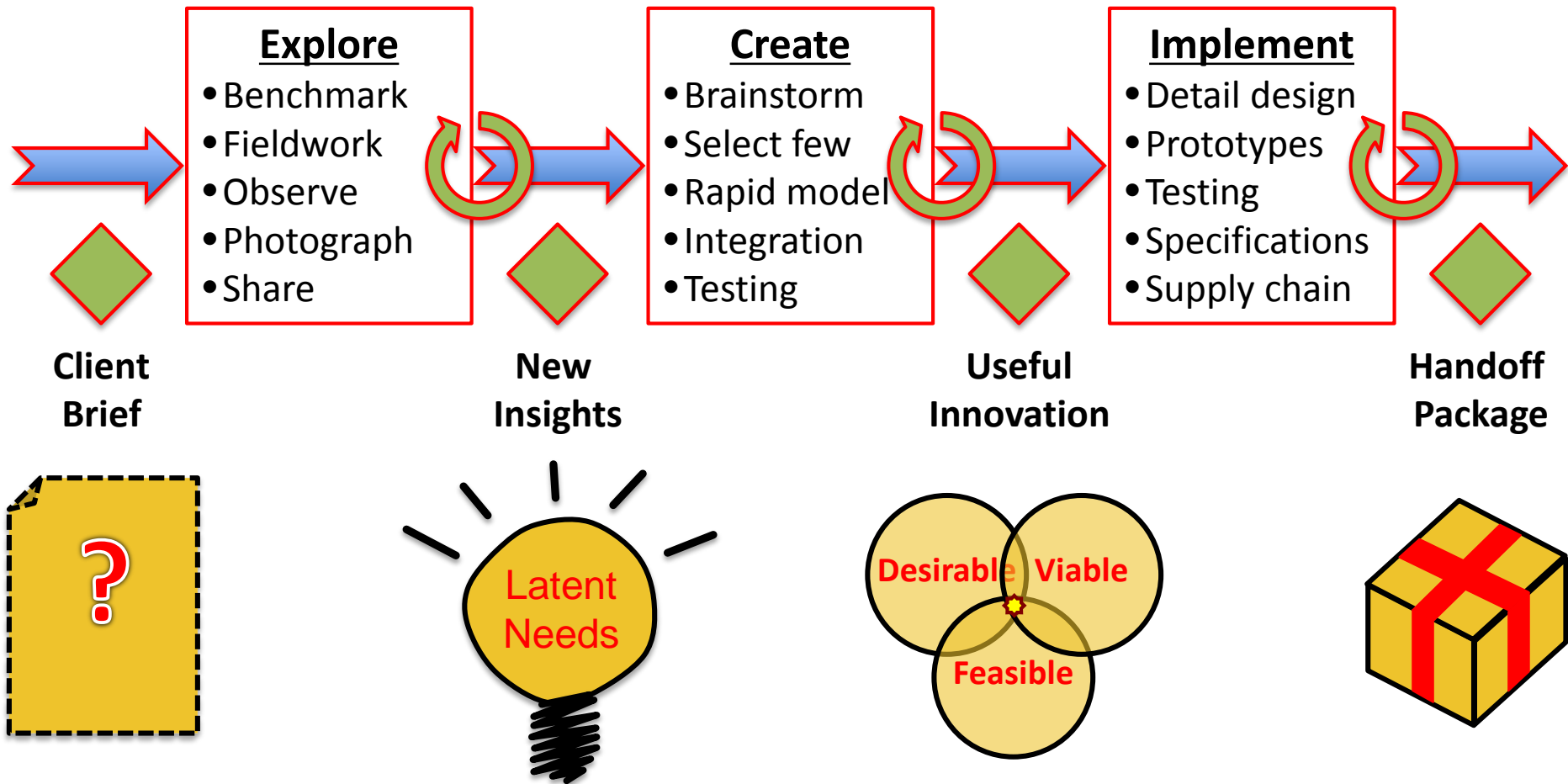
- How do they do the brainstorming?
- How do they do the process of creating solutions and developing that into a working concept?

### IDEO's Culture

- What makes them tick?
- What makes this process work so well?



# IDEO's Systematic Innovation Process



# Lead your team

Why does one leader's approach enable success while another's leads to failure?



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Leadership: People, Teams & Organizations  
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# Archetype of an Inspiring Leader

- Exemplar
  - Courageous, authentic, passionate, confident, competent, and consistent
- Nurturing Perspective-Taker
  - Empowers and develops; generous and empathic
- Visionary
  - Positive, meaningful, big picture vision of the future

# Miracle on the Hudson: Sully as an Inspiring Leader



- **Exemplar**
  - Last one off the plane, courageous, confident, competent
- **Nurturing Perspective-Taker**
  - Made sure those needing the most help were rescued first, empowers and develops; generous and empathic
- **Visionary**
  - Provides a sense of meaning and a positive vision of the future

# Lead yourself

Why does one leader's approach enable success while another's leads to failure?



If you cannot tell the truth about yourself,  
you cannot tell it about other people.

*Virginia Woolf*

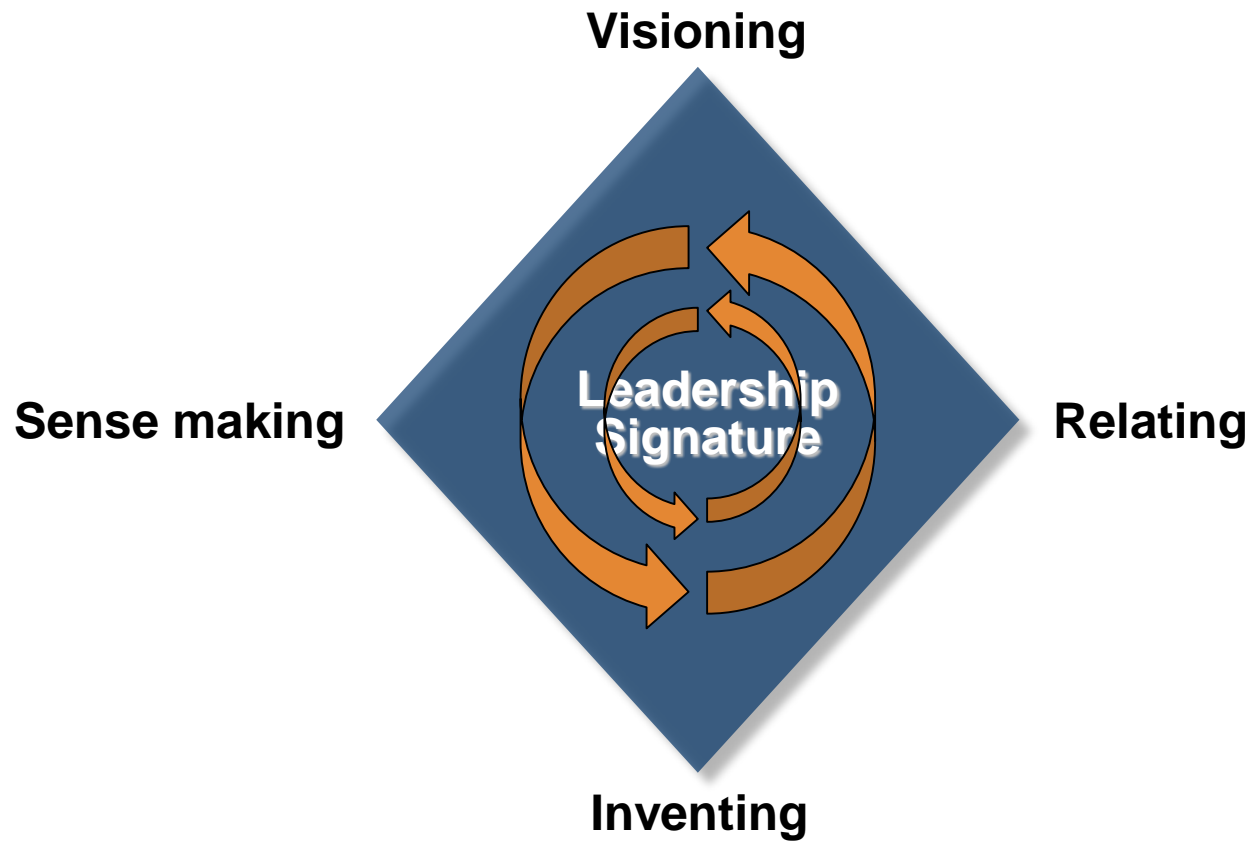
The leader never lies to himself, especially  
about himself, knows his flaws as well as his assets,  
and deals with them directly.

*Warren Bennis*

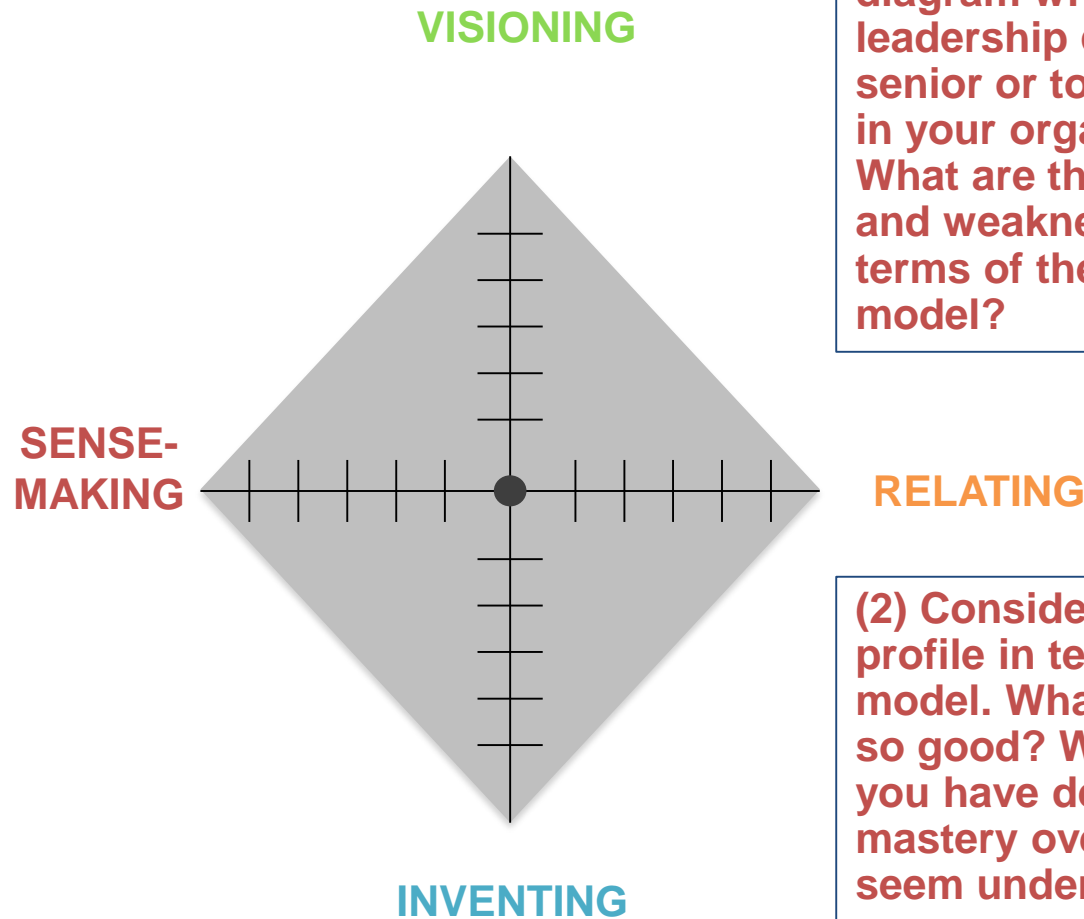
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# Leading in Uncertain Times: The 4-CAP Leadership Model



# How do you assess yourself and your organization?



(1) Jot down on the diamond diagram what you take to be the leadership capabilities of the senior or top management team in your organization. In your view. What are the leadership strengths and weakness of this team in terms of the four capabilities model?

(2) Consider your own personal profile in terms of the leadership model. What are you good at, not so good? What skills do you think you have demonstrated some mastery over (and what skills seem under-developed to you)?

# Final Thoughts



*We must be the change  
we wish to see in the world.*

*Mahatma Gandhi*



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**Bob Halperin** [rrhalp@mit.edu](mailto:rrhalp@mit.edu)

**Kate Bui** [kate.bui@emeritus.org](mailto:kate.bui@emeritus.org)



**Tuck**

EXECUTIVE EDUCATION

at Dartmouth