

# News@MIT Sloan

Volume XVII • Issue 8 • October 22, 2007  
<http://mitsloan.mit.edu/newsatmitsloan/>

## Schoolwide News

### Alum Bruce Gordon, Former Head of the NAACP, Speaks at MIT Sloan

By Sarah Foote

After just two-and-a-half days on the job, David Schmittlein, the new Dean of MIT Sloan, had the pleasure of welcoming Bruce Gordon, SF '88, back to campus as the first guest speaker this fall in the Dean's Innovative Leader Series.

Dean Schmittlein noted that Gordon had a successful career working in the telecomm industry for 35 years before he moved over to the not-for-profit world where he was the head of the National Association for the Advancement of Colored People (NAACP) for 19 months. While working as President of the Retail Markets division of Verizon, Gordon was responsible for over 35,000 employees, more than 33 million customers, and was accountable for \$23 billion in revenue.



Bruce Gordon, SF '88

After he left Verizon, he was the unanimous choice of the Board of Directors to lead the NAACP to serve as its President and CEO. During that time Gordon increased membership and associates by over 100,000 people. Dean Schmittlein noted that during his tenure Gordon used his innovation and leadership skills to reach out to the White House and President Bush. This led President Bush to speak to the organization for the first time. "It was an extraordinary moment of leadership and outreach," Schmittlein said. Gordon created an atmosphere that strived for a balance between service and advocacy and would use the power of the NAACP's membership nationwide.

Gordon now serves on the Boards of CBS and Tyco International, and was previously on the Board of the Southern Company, Best Foods, Office Depot, and Infinity Broadcasting to name just a few. He was also inducted into the Advertising Hall of Fame while at Verizon. Gordon has also been named as one of the 100 most influential black American

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We welcome story ideas, photos, suggestions, and comments from students, faculty, and staff.

Please send items to:  
Sarah Foote, Editor,  
[news@sloan.mit.edu](mailto:news@sloan.mit.edu).

Deadline: 12 p.m.  
Thursday for publication  
the following week.



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leaders by *Ebony* magazine, and is ranked sixth by *Fortune* magazine on its list of the most powerful black executives – to a name just a few of his many accolades.

Without a prepared speech, Gordon told students he was eager to have a conversation with them about things on both his mind and theirs. He told students that his 40-year career has been great, and that his experiences in both corporate America and in civil rights were “equally impactful.”

Gordon first spoke about his career at the telephone company and quickly recognized that many students in the audience were probably too young to remember “Ma Bell” the company’s nickname. “It was one company back then. We gave you all the

choices you wanted, as long as they were products we had,” he said with a smile. Over a period of time the company moved from being a heavily-regulated monopoly to a very competitive company. Gordon saw the company move from a wired company to a wireless one, never expecting people to want wireless phones. When he first began working at the phone company Gordon saw it change from a white male-led company with only one African American middle manager and no women middle managers, to a company with 15 percent minority led middle managers and 40 percent women. “Throughout this change I learned a few things. I learned that change is guaranteed. Whatever you see today will be gone tomorrow, and those who succeed are the ones that embrace change and don’t reject it,” he said. Adding, “You cannot predict the future. No matter how smart you are or how grand your imagination might be. You haven’t a clue as to what your space will look like – even just five years from now.”

**“If you choose to take on the spectator role, then you are being unaccountable and nothing will happen. If you choose to become an activist then you can make a big difference.”**

Gordon says he also learned a lot in a compressed amount of time while at the NAACP. He mentioned that he often found himself quoting Dickens while there – “It was the best of times, it was the worst of times.” He quickly learned that disparity between “the haves” and “the have-nots” in America is growing. Gordon went on to tell students that it was privilege for them to be at MIT Sloan and that he hoped that when they graduate and enter the work force that they would remember the have-nots. “My two experiences, in telecomm and at the NAACP, have shaped my thinking. In all of that I have two words for you: accountability

and activism,” Gordon said. He then went on to explain that accountability is tantamount to individual power and challenged students to become more involved. “When I realized that everything in front of me, I could hold myself accountable for, and did not have available the option to blame someone else. To say that there was nothing I could do about it [problems], and just wait and hope that someone else would solve the problem, it changed my approach to my work and my life. To everything,” he said.

Gordon then said that accountability is fundamental to bring about change and noted that one of his downfalls at the NAACP was his inability to change the thinking of a 21<sup>st</sup> century organization away from that of “victim.” He wanted the organization to move toward accountable thinking so members could try and fix concerns and problems on their own.

Activism, Gordon said, is easy – either you are engaged or you’re not. He asked students, “Are you willing to get involved?” “If you choose to take on the spectator role, then you are being unaccountable and nothing will

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happen. If you choose to become an activist then you can make a big difference. In your career if you choose to be an accountable activist, I can almost assure you of successful path and progress,” he said.

Gordon went on to say that he felt that one of the most underused powers in the country is the executive suite. While at the telephone company, he wanted to become an executive because he wanted to have the power to affect change and policy. At the NAACP, Gordon would often speak to CEOs and ask them to write the President and both Houses about public policies with the hopes of changing things for the better. “It makes sense to me that a corporate leader would weigh in on issues such as immigration. It’s a major issue of our day. They should weigh in on this, not because it affects their workforce, but because it affects the health and welfare of the country,” he said. He said the same holds true for global warming.

Gordon closed his talk with a direct message to MIT Sloan students, “You have the intention to leave this place and go on with your lives and do something meaningful. I would encourage you to think about your individual capacity to affect change in this country, if not this world. Acknowledge the fact that there are some in America who have, and many in America, who don’t. The disparities that result from those two communities’ affects your life directly and you have an opportunity to have an impact on theirs. And to pass on that opportunity, to me, would be a huge missed opportunity,” he said.

After a brief question and answer session, Gordon was greeted by a few former Professors. He later had a private lunch with 15 MIT Sloan students who had previously contacted the Office of External Relations about the opportunity.

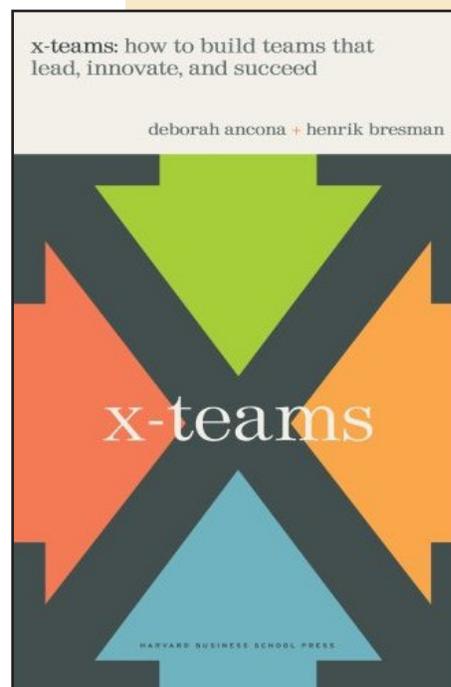
The Dean’s Innovative Leader Series is co-sponsored by the MIT Leadership Center and the MIT Sloan Office of External Relations. It brings to campus some of the most influential and innovative leaders from both the public and private sectors who will share lessons learned from their experiences in leading some of the world’s most significant and innovative organizations. For more information on this series, visit <http://mitsloan.mit.edu/corporate/dils.php>.

## X-Team Book Written by Professor Ancona

*By Michelle Morgan, Publicist HBSP*

The models and theories featured in the best-selling books on team effectiveness encourage a team to focus within, on its own process, on the problem at hand, and on each other as team members. This model makes us effective at shaping the internal dynamics of teams. Yet why do bad things happen to good teams?

Teams fail because the model of internal focus just doesn’t cut it. Business scholars Deborah Ancona and Henrik Bresman believe that leadership can no longer exist



*(Photo courtesy of Google Images)*

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only at the top of the organization but must also be distributed throughout the organization and shared with teams. Their new book, *X-TEAMS: How to Build Teams that Lead, Innovate, and Succeed* (Harvard Business School Press; 2007), introduces the “X-Team,” an externally oriented team with members working outside their boundaries as well as inside them.

An X-Team differs from a traditional team in three ways: 1) it has high levels of *external activity* 2) it combines the productive external activity with *extreme execution* inside the team and, 3) it incorporates *flexible phases*, moving from exploration to exploitation and finally shifting to exportation.

Ancona and Bresman’s extensive research show that X-Teams can reach out across functional, divisional, and corporate boundaries and challenge corporate assumptions. Using case studies from such companies as Microsoft, BP, Oxfam, Merrill Lynch, Motorola, and P&G, X-Teams shows team leaders, team members, managers, executives, and academics a framework for building an effective X-Team that will improve the performance and satisfaction in teams that form the core of today’s organizations.

Ancona is the Seley Distinguished Professor of Management at MIT’s Sloan School of Management. Bresman is Assistant Professor of Organizational Behavior at INSEAD.

## TPP Open House



MIT’s Technology and Policy Program (TPP) is holding an informational Open House on October 29 for current MIT students interested in learning more about the program. The formal portion of the Open House will be from 9:30 - 11:30 a.m. in the TPP Lounge, in E40-380.

The Open House will include information about the TPP curriculum, research and thesis requirements. Students may also join current TPP students over lunch and at their Monday classes. TPP faculty, staff and students look forward to meeting with and responding to questions from prospective applicants.

### Schedule:

9:30 a.m.	Light Breakfast, program overview with Q & A
11:30 a.m.	Lunch with first-year TPP Students
12:00 p.m.	Leadership (ESD.801) - guest speaker
2:00 p.m.	Q & A with current students
2:30 p.m.	Introduction to Technology and Policy (ESD.10)
4:00 p.m.	One-hour walking tour of MIT

A second Open House will be held for admitted students in the spring semester and the program will be discussed in greater detail at that time.

Information about the MIT Technology and Policy Program may be found at the TPP website [web.mit.edu/tpp](http://web.mit.edu/tpp). Please contact [tpp@mit.edu](mailto:tpp@mit.edu) for more information about applying to the MIT Technology and Policy Program.

# \$100K Competition Holds First Ever Elevator Pitch

By Matt McDonald, MBA '08

Noisemakers, air horns, and a raucous audience helped launch the first annual MIT Elevator Pitch Competition held recently, with entrepreneurs from across the country pitching their ideas to judging panels of Venture Capitalists looking for the next big thing.

On Saturday, October 13, 176 contestants from 12 different schools were given 60 seconds to pitch their idea, and winners were chosen representing different fields of innovation, including: healthcare/life sciences, Internet and communications, products and services, energy/green technologies, and development.

Collecting the grand prize was Jessica Laviolette, a MIT sophomore, with a pitch on automotive production. "Painting an automobile is the most expensive and time consuming portion of the car manufacturing process. Our patent pending method takes 1/10 the time and 1/20<sup>th</sup> the cost of current paint drying technology used today," she said.

Other notable pitches for innovation included noise-cancelling windows for city-dwellers, an Internet search engine for children, and a non-invasive imaging device to help detect skin cancer. "The Elevator Pitch Contest is a brand new addition to the \$100K Entrepreneurship Competition series that allows up-and-coming entrepreneurs throughout America to test their ideas with passion," said Jeff Sabados, lead organizer of this year's annual business plan competition at MIT. "Conceivably, a participant could win \$2,500 in 60 seconds. That's an hourly wage of \$150,000, which isn't bad for an afternoon."

The winners included several members of the MIT and MIT Sloan community with an MIT undergraduate taking home the Grand Prize.

Stephen Boyer	MIT SDM
Matt Thomson	MIT Sloan
Andrea Scharfin	MIT Sloan
Sabine Volkmer	MIT
Ryan Tseng	MIT Sloan
<b>Jessica Laviolette</b>	<b>MIT Undergrad- Grand prize winner</b>
Patrick Zeitouni	MIT Sloan
Hattie Chung	MIT
Albert Park	MIT
Manish Bhardwaj	MIT EECS

*MIT sophomore Jessica Laviolette is flanked by (L-R) Gaetan Bonhomme, MBA '08 and her teammate and business partner, Paul Nikandrou, a junior in mechanical engineering.*



*(Photo courtesy of Jeremy Gilbert, MBA '08)*

# MBA NEWS

## Who is in the MBA Class of 2009?

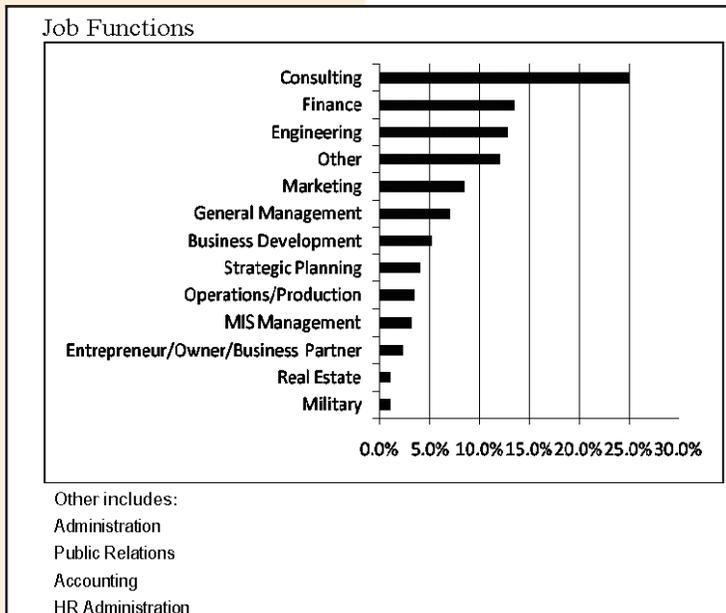
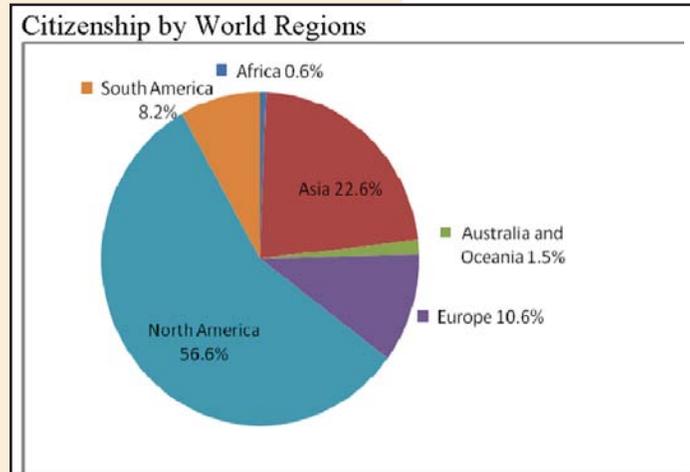
By Sarah Foote and Pam Spencer

As the 341 members of the MBA Class of 2009 approach mid-terms they might be wondering who is actually in their class. They've perused the *MIT Sloan Student Photobook*, and have read all the interesting stories about their peers in *News@MITSloan*, and they know their cohort team members well by now, but they may not have had the opportunity to meet the other members of their class in the few short weeks they have been on campus.

Here is a brief overview of the Class of 2009 that includes a parachuting instructor, a bed and breakfast owner, a Marine Corps. Intelligence Officer, a software developer for Amazon.com, a lawyer, and at least one married couple – that comprises one of the largest and most interesting classes to set foot in Kendall Square.

The MBA Admissions Office had their work cut out for them as they read over 2,890 applications and selected the 341 best and brightest. The age range of the '09s is 21-38, with the average age being 28. Most students had at least five years of work experience before coming to MIT Sloan. They scored well on the GMAT, with an average test score of 704. This class is comprised of 30 percent women and 70 percent men, with 60 percent coming from the United States and the remaining 40 percent from around the globe.

As undergraduates, many members of the Class of 2009 studied and received degrees in finance, with nearly as many receiving degrees in engineering, followed by business, arts and humanities, and then math and computer science.



You have the opportunity to influence next year's class through the activities listed below. Please contact Pam Spencer, [pspencer@mit.edu](mailto:pspencer@mit.edu), in the MBA Admissions Office for more information on how you can help.

### MIT Sloan on the Road presentations

Wednesday, October 24, 6:30 – 8:30 p.m., Wong Auditorium, E51

Meet and greet prospective applicants during our reception in the Ting Foyer at 7:30 p.m.

### MBA Ambassadors Program

Monday through Thursday, 9:30 a.m. and 11:30 a.m. until December 6

Volunteer for an informal Q&A over lunch with prospective applicants and/or bring them to your class.

### AdMIT Weekends

Friday, February 22 - Saturday, February 23 and Friday, May 2 - Saturday, May 3

Welcome the accepted Class of 2010 students into the MIT Sloan community. Join the AdMIT Weekend committee and help shape the weekend's events.

## MIT Sloan Biomedical Lecture

*Organized by the Sloan Biomedical Business Club and the MIT Sloan Fellows Program in Collaboration with Center for Biomedical Innovation*

“In House vs. In Licensing: Is there a need to balance in-house R&D with in-licensing and partnering?”

Presented by: Dr. Martin Mackay, President, Pfizer Global Research & Development

Moderated by: Professor Fiona Murray

Dr. Mackay is the President of Pfizer Global Research & Development. He oversees the world's largest pharmaceutical R&D organization spanning discovery to development and 11 therapeutic areas. He began his career at Pfizer in 1995 as the Director of Discovery Biology in the UK. In 1997 he became the Senior Director, Head of Biology, and in 1998, Vice President, UK Discovery. He was promoted to Senior Vice President, Head of Worldwide Discovery in 1999 and moved to the United States. In 2003, Dr. Mackay was appointed as the Senior Vice President, Head of Worldwide Research and Technology. In 2007, he was named to his current position.

Prior to coming to Pfizer, Mackay earned a Microbiology First Class Honors Degree at Heriot-Watt University and a PhD in Molecular Genetics at the University of Edinburgh in 1983. Between degrees he worked in antibacterial discovery at Beecham Pharmaceuticals in Surrey. He conducted his postdoctoral research fellowship working on malarial vaccines with Professor John Scaife at the University of Edinburgh and Professor Uli Certa at Hoffman La-Roche Pharmaceuticals in Basel, Switzerland. Martin joined the Advanced Drug Delivery Research Unit at Ciba-Geigy in Sussex and became the Head of Drug Preformulation and Delivery at that site. In 1993, he moved to Ciba's headquarters in Basel, as Head of Molecular and Cell Biology, CNS Research, where he led an international team of researchers until his move to Pfizer in 1995.

This talk will take place October 30, 12:00 - 12:50 p.m., in E51-345. Lunch will be served.



*Dr. Martin Mackay*



*(Photo courtesy of Niran Banleurat, MBA '08)*

*Members of the Austin Tech Trek networked with MIT Sloan alumni and representatives from participating trek companies, including Dell and Austin Ventures. This recent event was held at Rio Grande Cafe in downtown Austin, Texas, and organized by Galen Li, MBA '08.*

# SENATE SPACE

New student Senators were recently elected. Below are Senators by Ocean and program.

## Atlantic

Andy Bechtel  
Gonca Oguz  
Kelly Raven

## Baltic

Akshay Bhargava  
Ketan Bhole  
Peggha Kamalinfar  
Aaron Zucker

## Caribbean

Ulrick Noel  
Nita Saetie  
David Sum  
David Teng

## Indian

Dennis Fu  
Raphael Girardoni  
Andrea Sharfin  
Rob Ware

## Mediterranean

Kabir Goyal  
Rahul Kitchlu  
Kevin Knight  
David Menachery

## Pacific

Fernando Garcia Migliaro  
Burt LaFountain  
Steven Rulison  
Indy Sen

## LFM

Aimee Constantine  
Jason Cauthen  
Ryan Lester

## Sloan Fellows

Kelly Courtney  
Xoli Kakana  
Merritt Mayher  
Tim McKelvy

# 15 DEGREES Alumni News & Updates

## Alum Ilene Gordon Named to *Fortune* Magazine's "Global Power 50" list

Alcan announced recently that Ilene S. Gordon, President and CEO of Alcan Packaging, has been named to *Fortune* Magazine's "Global Power 50," which recognizes the most powerful women executives in international business.

### Quote of the Week

*"Is the rich aware of how four billion of the six billion live? If we were aware, we would want to help out; we'd want to get involved."*  
—Bill Gates

"I am pleased to have been named to *Fortune's* Global Power 50 list," Gordon said. "It is an honor to be named to a list that includes some of the most exceptional women leaders that are shaping the future of international business," she added. "This recognition also acknowledges Alcan Packaging's industry leadership in the areas of customer service, innovation and environment, and health and safety. It is a positive reflection on the tremendous quality of our people," Gordon concluded.

Gordon, 54, was named President and CEO of Alcan Packaging in December 2006. She is responsible for all aspects of Alcan Packaging's worldwide business. With 31,000 employees and 130 manufacturing facilities in 31 countries on six continents, Alcan Packaging is one of the few truly global packaging companies.

Gordon graduated Phi Beta Kappa from MIT, where she earned both an SB in mathematics and at the Sloan School of Management and an SM in management in 1976.

To view the entire story visit <http://money.cnn.com/news/newsfeeds/articles/prnewswire/MO23111102007-1.htm>.

## Reconfiguring to MIT Win Domain

Students may be aware STS has migrated the network personal space, courses drive, and printing services from the Sloanlab domain to the MIT Win domain over the summer. As part of this process an e-mail notification was sent out on September 4 containing the instructions on how to reconfigure your computer in order to access these resources. Links to the procedures are below.

STS is starting the process of decommissioning the Sloanlab domain. As part of the decommissioning process there are a few steps that students will need to take to ensure that you do not lose any functionality or data.

**Step 1.** Make sure that you have access to the printers and network drives on the Win domain. If you have any problems refer to the procedures below and make sure that you have completed them. You will need to be connected to the MIT network to complete this.

**Step 2.** Retrieve any data that you may have stored on the Sloanfiles directory and save it to your local system. You can then store the data on your new personal drive (H) that was mapped in step 1.

A timeline for the decommissioning process is as follows:

October 15: E-mail notification regarding the Sloanfiles decommissioning is sent out.  
November 5: Access to the Sloanfiles directories will be set to read only. At this point you will not be able store any additional data on the Sloanfiles directory. You will be able to copy data off of the directory.  
December 20: The Sloanfiles server will be turned off.

If you have any questions, please drop into the Student Support office in E52-020 or contact us at [studentsupport@sloan.mit.edu](mailto:studentsupport@sloan.mit.edu).

### Links to reorientation procedures:

Procedure for XP Operating System  
[http://sloanspace.mit.edu/dotlrn/clubs/sts-student-technology-services/file-storage/view/Configuring%20Your%20System/Returning\\_Student\\_Computer\\_Reorientation-\\_XP.pdf](http://sloanspace.mit.edu/dotlrn/clubs/sts-student-technology-services/file-storage/view/Configuring%20Your%20System/Returning_Student_Computer_Reorientation-_XP.pdf)

Procedure for Vista Operating System  
[http://sloanspace.mit.edu/dotlrn/clubs/sts-student-technology-services/file-storage/view/Configuring%20Your%20System/Returning\\_Student\\_Computer\\_Reorientation-\\_Vista.pdf](http://sloanspace.mit.edu/dotlrn/clubs/sts-student-technology-services/file-storage/view/Configuring%20Your%20System/Returning_Student_Computer_Reorientation-_Vista.pdf)



Massachusetts foliage at its peak. (Photo by S. Foote)

# CAMPUS CORNER

## Video Trajectories

View videos by more than 20 artists created from the 1960s to the early 2000s that continue the themes of “Sounding the Subject.” Guest curator is Caroline Jones, MIT Professor, History, Theory, and Criticism. Artists include: Marina Abramovic and Ulay, Vito Acconci, Doug Aitkin, Allora & Calzadilla, John Baldessari, Dara Birnbaum, Dan Graham, Gary Hill, Joan Jonas, Paul McCarthy and Mike Kelley, Mariko Mori, Bruce Nauman, Nam June Paik, Pipilotti Rist, Richard Serra and Carlotta Fay Schoolman, Bill Viola, and Jane and Louise Wilson.

This event occurs on Thursdays through December 30, 12:00 – 8:00 p.m. in E15-109, List Visual Arts Center. For more information call 617-253-4680 or visit <http://web.mit.edu/lvac/www/general/index.html>.

## MOVIES

### NOW PLAYING ON CAMPUS...



(Photo courtesy of Google Images)

#### *Daywatch (2006)*

A dazzling mix of state-of-the-art visual effects, amazing action sequences, and nail-biting horror set in contemporary Moscow, *Daywatch* revolves around the conflict and balance maintained between the forces of light and darkness – the result of a medieval truce between the opposing sides. This ancient war between the forces of light and darkness is reaching a tragic outcome. Each side has gained a powerful Great Other, who are headed for a clash, and Anton Gorodetsky is once again caught up in the midst of things. On one side is Anton’s son, Yegor, who has joined the ranks of the Dark Others, while Anton’s love interest Svetlana is the hope of the Light. But that’s just the beginning of his troubles as Anton is on the run after having been accused of murder. Things are getting worse and only the ancient Chalk of Fate can save the day. The problem is the magical chalk was lost hundreds of years ago...

Playing on October 27 at 7:00 and 10:00 p.m. in 26-100 and again on October 28 at 10:00 p.m. in 26-100.

*From the Lecture Series Committee website. All movies are just \$3.*

## AROUND TOWN

### Things to do in Boston & Cambridge

#### *Stacy A. Cordery discusses her book Alice: Alice Roosevelt Longworth, from White House Princess to Washington Power Broker*

Harvard Book Store is pleased to welcome historian Stacy A. Cordery for a discussion of her new biography *Alice*, about Theodore Roosevelt’s eldest daughter, Alice Roosevelt Longworth.

This talk takes place Friday, October 26, 2:00 p.m., at the Harvard Book Store, 1256 Massachusetts Avenue, Cambridge. This event is free; no tickets are required

*From the Harvard Book Store website.*