

From: Ed Schein <scheine@comcast.net>
Subject: **Re: Research Firsts from Sloan**
Date: August 5, 2009 11:24:55 AM EDT
To: Roberto Fernandez <robertof@mit.edu>
Cc: Rob Freund <rfreund@mit.edu>

Dear Roberto and Rob

This is a challenge in the org. studies area because many of the innovations have taken hold and become routine, but it is forgotten where they came from. History first--

Experiential Learning was basically invented at Sloan with the textbooks by Kolb, Rubin and McIntyre. This reflected the impact of Kurt Lewin and the Group Dynamics Center, brought into Sloan by Alex Bavelas before he left and certainly supported in a major way by Doug McGregor.

Sloan had a production lab in the basement run by Leo Moore in which he and others evolved the quality movement which was then taken to Japan because US companies did not want it. Students actually played with production equipment to see how to make it more efficient and Bavelas did research on improving the production process. Hal Leavitt did all his communication structures research in the basement of Sloan in the 1950s.

Process Consultation and Organization Development clearly grew out of the early work of McGregor, Beckhard, Bennis, Shepard and was then codified by me as a member of the next generation.

Career Development was created by the research that Bailyn, Van Maanen and I did in the 1960's leading ultimately to a group that included Dalton, Thompson, Driver, Louis and others that created the Career Interest Group in the AOM and this became the current Careers Division. Tim Hall one of the current gurus of this field was my Ph.D. student. My booklet "Career Anchors" is widely used in the career field.

Organizational Culture as a field was certainly stimulated by Van Maanen and me, especially the introduction of sociology and anthropology into the management school curriculum and the legitimization of ethnography and other

qualitative methods.

Personnel Management if not created by them was certainly institutionalized by Doug Brown, Charlie Myers and Paul Pigors, the "inventor" of the incident process method for analyzing programs.

Management of Technology was created when McGregor hired Don Marquis with a big grant from NASA to study R&D and if I have my facts correct, Roberts and Tom Allen were some of the first PH.D.'s in the field and then built it into the powerhouse that it is today.

You can supply with Lotte's and John's help what has happened since the 1990's but it is worth observing that one of the characteristics of the Sloan culture generally and the Org. Studies particularly is the tendency to invent something and then go on to something else rather than developing it to a mature field, a point that Jeff Pfeffer made about Sloan. A lot of innovation but no paradigm by which the world recognizes us.

I would love to hear your perceptions on this matter and whether you would agree with my list (or is it just the grandiose musings of an older academic). It is an empirical fact that older professors are more concerned about history than younger ones.

Ed Schein

On Aug 5, 2009, at 8:15 AM, Roberto Fernandez wrote:

Hello BPSfac,

Any suggestions for Rob Freund's request?

Roberto

From: Robert Freund [<mailto:rfreund@MIT.EDU>]

Sent: Tuesday, August 04, 2009 12:51 PM

To: robertof@mit.edu; rwelsch@mit.edu; alo@mit.edu

Subject: Research Firsts from Sloan

Hi, Roberto, Tom, and Roy. MIT maintains a list of "notable MIT research firsts" at the following website:

<http://web.mit.edu/ir/highlights/research.html>

This list is used for various purposes having to do with publicity and general Institute knowledge and business. If you look at the site, you will notice that Sloan research receives only one mention, namely the Social and Economic Explorations of Information Technology (SeeIT) Project in the year 2000. You will also notice that the list has no contributions beyond 2005. I would like to ask you to suggest 2-3 items from the domains in your Area for us to propose for inclusion in this list with appropriate text. Here are two examples that have been informally suggested in the Dean's office:

1973: Fischer Black and Myron Scholes publish the first successful model for pricing financial options, which became known as the "Black-Scholes" model. All binomial options models for valuing financial derivatives have stemmed from this initial concept.

1978 Glen Urban published his work with Alvin Silk developing the Assessor model, which predicted sales for packaged goods with great accuracy based on consumer preference surveys. More than 5,000 new products from giant companies like Gillette and Lever Bros. have been tested using the Assessor model. This approach was subsequently developed further by Urban, incorporating "information acceleration", using computer technology to predict new product success in future marketplaces.

I would ask that we try to focus on contributions post 1990, but perhaps some contributions from the 70's and 80's are relevant (as above).

I ask you to try to respond to this request by mid-September.

Thanks,
--Rob