Mission 2019:
Viewpoint from 2000 miles away

Hal Gustin
(Alumni Mentor)
720-320-6722
HGUSTIN@ALUM.MIT.EDU
My background

• Mentor for about 10 Mission Classes
• MIT SB/SM Course 2
• Engineering Consultant (Primarily in energy/power production)

• Why do I do this?
Mission Problem vs. Classical Problems

- Classical: Often well defined, deterministic or close. Needed input is clear. Final solution is quantifiable and usually verifiable.
- Mission: Often open ended, underdefined, nondeterministic, not quantifiably verifiable. Often long time scale.
Mission Team
Care for yourself and team

• Recognize your own constraints (Commitments, schedule, state of mind)
• Acknowledge the constraints of others
• Be sensitive to the condition (physical, mental, emotional) of yourself and others
• Let people know early if something is going on that affects you or the team
• RECREATE!
Stress

• MIT can occasionally be stressful
• People respond to stresses differently
  – Behavior changes

• Be aware of others AND of yourself
  – Are you/they changing?
Sources of Stress

• Workload
• Dorm life
• Sleep deprivation
• Away from home
• Diet
• SAD (Seasonal Affective Disorder)
• External/family factors
Care for yourself and your team

• Call for help when you need it: Team, Class, UTFs, Mentors
• Communicate in person often
• Don’t take it personally.
  – If someone seems harsh to you, maybe something else is going on
• Occasionally, do something nice for someone. (Sounds silly, right?)
Care for yourself and your team

• Watch for:
  – Changes in communication (hostile, very passive...)
  – Brooding, negative
  – Depression
  – Inability to plan or act
  – Behavior different from what has been normal for that person
Care for yourself and your team

• Be open to listening
• Avoid being a hermit
• Affirm people
• Talk to others (I’m always willing to talk, for example.)
• Call for help when you need it: Team, Class, UTFs, Mentors
• Other ideas?
Mission “Life Cycle” (my perception)

• September 1-15: Class and topic introduction, team formation
  – (They haven’t told me how to do this, but I’m sure they will soon.)
  – Remote view: Lectures, resources posted. Not much communication with class.

• September 16-30: Team meetings, Mini-project assignment, Library and other resources
  – (So, team, what are we supposed to do? Let’s make some task assignments.)
  – Remote view: Some teams post and talk a lot.
Life Cycle (cont.)

• October 1-31: Complete mini-project, web design
  – (I need to do more stuff for Mission. 8.01 problem sets are killing me. Better focus on that. I don’t actually have to do the Mission stuff today.)
  – Remote view: Things get really quiet on e-mail.
Life Cycle

- November 1-8: Your final presentation is less than a month. Your website is due before Thanksgiving.
  - (Class and team leaders: Please get your input in, we’re trying to pull things together.)
  - Remote view: Some drafts are sent for review. Increasing e-mail traffic, sense of looming panic.
  - Class starts becoming “TerrorScope”
Life Cycle

• November 9-18: “It’s 2 am, we’re working in the Terrascope room, and we have FOOD. Please join us!”

• “We need your input NOW”
  – (What? In TWO WEEKS? AAARGH)
  – Remote View: Increasing panic. Team leaders and UTFs try to encourage and gently motivate (or butt kick). Intense e-mail traffic
Side note: Communication

• Is e-mail “the best way” to communicate?
• Advantages/disadvantages
• Other Options?
Life Cycle

• November 19-30: Thanksgiving Break
  – “We are going to be working non-stop over this whole break to get website and PowerPoint drafted and revised, and we STILL don’t have input from these people. We have Food and BROWNIES in Terrascope. PLEASE COME HELP!”
  – Remote View: E-mail at 2 am: “I’m sorry to bother you, but would you please review this? We’re trying to get it done before morning”
Life Cycle

- Presentation week: “Rehearsals and Q&A sessions tonight and tomorrow, until we’re done.
  - “Guys, wear shoes AND socks – not white”.
  - “Girls, if you’re wearing heels, practice walking in them”
  - Remote view: What’s the webcast address?
Life Cycle

• The presentation was brilliant. Thunderous applause. (That never happens with an 8.01 P-set)

• Faculty and UTFs are actually smiling.

• Remote view: Like watching the Super Bowl, for mentors and other Mission groupies. Pass the wine.

• What? Finals are in 10 days?
Oh, Dam!
Suggestions

• Start defining your problem early. Build a timeline by working backwards. Stick to it. (EXAMPLE: Mini-project)

• What pieces are essential to a solution?

• How will you know when your solution is complete?

• Each person is part of a chain of activities. If you delay your part, you delay the people “downstream”. Everyone is on critical path.
Build on individual work
Suggestions 2

• Use October well: That tends to be lower activity
• Call for help when you need it: Team, Class, UTFs, Mentors
• Help out with things other than your own assignments.
Suggestions 3

• Think about the life cycle of whatever you are studying
• Think about developing a systematic structure
• Validate your results as well as you can
• Consider opposing viewpoints.
• Recognize Biases
There’s more than one viewpoint
Caution 1: Data

• You’ll know a lot about the topic as a group.
• Each person and group will be an expert on some piece.
• INTEGRATE and SYSTEMATIZE: The final project is not a huge data dump from everyone.
• It’s more about defining a process than about the immensity of unconnected data.
Caution 2: Numbers

• Understand and validate any numbers you use, where they come from, and what they mean
• Your audience are mostly technical types. They LIKE numbers. If you state a number that doesn’t make sense, they will jump all over that.
• DO a critical sanity check.
Numbers - Example

• Mission can be very time consuming

• During the typical Mission Fall Term, over 300 student–years are spent on the project (Wait---What?)
Caution 3: True Believers

• Falling in love with a technology or solution
  – No other is as good
  – This is THE solution!
Caution 5: Understand Biases

• **ALL** sources are biased.
• A biased source doesn’t make it an unusable source
• Know your own biases
• Look for hidden agendas
• Try for objectivity: Compare sources with different viewpoints
Finally

• Enjoy this process.
• This thought process, though frustrating, undefined, intense, will develop abilities that will be valuable through your academic and professional careers
• After you survive, put a bullet on your resume about the mission effort. I hire people. I look for the kinds of abilities you are developing. Others do too.
This can be fun!