

How We Work Together

BASED ON:

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What Is a Team?

A team is an organized group of people with:

- Common goals
- Distributed roles
- Integrated work

Organizations Can Be Complicated or Complex

Complicated organizations

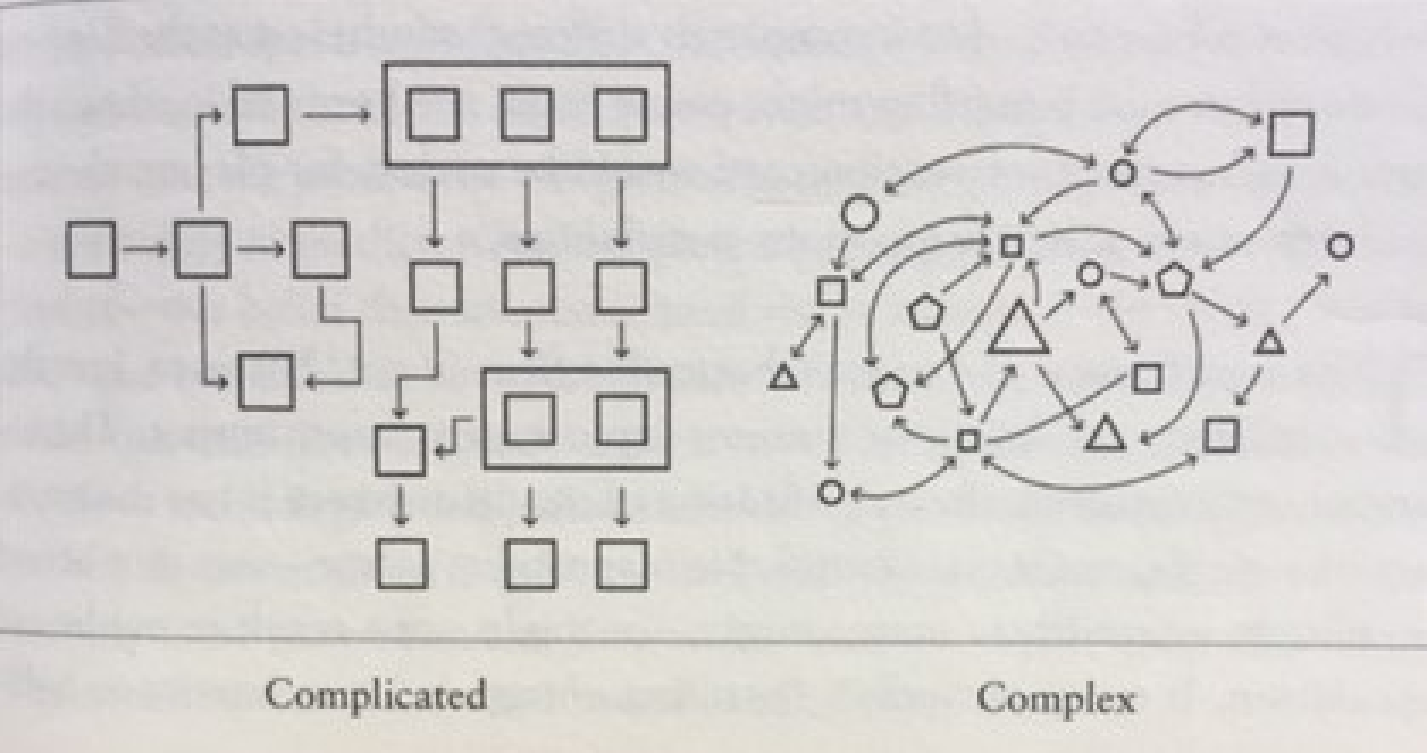
- Have multi-level hierarchical structure
- Authority is distributed along the organizational chart
- The parts fit together in a structured whole

Complex organizations

- Complex organizations have more knotted, interdependent ways of accomplishing things
- Working relationships do not fit neatly in boxes and lines on a chart
 - People need to reach across the organization to get things done

Complex organizations are best organized as **teams of teams**

Complicated.....Complex



Strong organizations are **resilient**

- ❖ They can handle the unexpected
- ❖ They can absorb disturbance and still function effectively and efficiently
- ❖ They know how to adapt to the unanticipated

Resiliency

From: Command and Control

To: Adapt and Collaborate

What does it take to be a resilient organization?

Trust

- Push decision authority out into the organization
- Cooperate – “Working together always works”

Transparency

- Share as much information as possible
- Everything but what would be illegal to share

Persistence

- Try something....Try it again

Communication

- Push information into the organization
- See issues from the perspective of others

Leadership in a Resilient Organization

❖ Manage the environment in which people can

flourish

❖ Be a gardener rather than a carpenter

Carpenter vs. Gardner

- ❖ Begins with plans
- ❖ Follows plans carefully
- ❖ Relies on skills and tools to achieve desired product
- ❖ Knows the expected outcome
- ❖ Goal is to create what was planned
- ❖ Begins with the environment
- ❖ Develops a concept of what the environment can support
- ❖ Focus on conditions/resources
- ❖ Assesses needs and makes adjustments along the way
- ❖ Goal is flourishing

SCENARIO

Theme One: Build a culture that supports student success

- Scenario: Senior Seminar

Theme Two: Enhance Academic Quality and Achieve Operational Excellence

- Scenario: Student Organizations

Theme Three: Develop Strategic Partnerships to Leverage Resources and Assets

- Scenario: Housing

Theme Four: Strategically Align Resources to Support Institutional Priorities

- Scenario: Major Gift

Theme Five: Tell the Lincoln University Story

- Scenario: Writing a Communication Plan for Alumni