

Organizing Genius:

The Secrets of Creative Collaboration

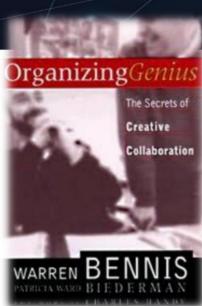
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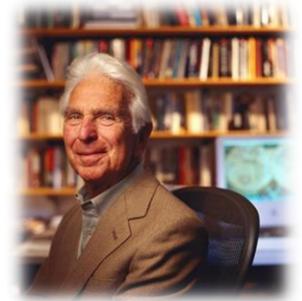
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Organizing Genius is long overdue—a jargon-free, pleasure-to-read study of a special kind of teamwork, the kind that sets out to do the impossible and does.”

--Alvin and Heidi Toffler, authors of The Third Wave

AUTHOURS:

Warren Gamaliel Bennis (March 8, 1925 – July 31, 2014) was an American scholar, organizational consultant and author, widely regarded as a pioneer of the contemporary field of Leadership studies. Bennis was University Professor and Distinguished Professor of Business Administration and Founding Chairman of The Leadership Institute at the University of Southern California.



INTRODUCTION:

This book was born from a conversation with Margaret Mead 40 years ago. Mead has become world-renowned for its world-renowned spirit of social activities and cultural anthropology. I interviewed hundreds of leaders in dozens of disciplines, trying to find out the attitudes and behaviors that make some leaders succeed while others fail. The more I learn, the more I realize that conventional methods of treating groups and leadership as independent phenomena are no longer sufficient. The most inspiring group—just like the people in this book, shocked the world—thanks to a respectful marriage between a capable leader and a group of extraordinary people. Only when everyone in the team (including leaders and members) is free to play to their absolute advantages, the team becomes great. This book is about organizing talented people in an organized way so that they can accomplish great things and experience the joy and personal transformation that this accomplishment brings. Organizational genius: The secret of innovative cooperation is history, part is the manual, part is meditation on why a few groups have become great while most are in trouble.

Part1:THE END OF THE GREAT MAN



Everyone and their peers work side by side on the same front, accept various suggestions, compare each other, when competition is stimulating, we will do better. Great things are done by one person alone. There is no reason for this, but compared to a more pleasant and growing environment, it often requires more effort.
Times of hard work.

--Henry James

**Great Groups are full
of talented people
who can work
together.**

The organization of the future will lead the team to manage it. Great leaders no longer exist alone, but coexist with great teams. In this creative combination, the leader and his team can work together to achieve "things that can't be done by one person"---The leader shows "greatness" through the team and helps team members show greatness."

Great teams have great leaders. First of all, they are good at identifying talents. Enlisting the right talent is the first step in building a great team.

The members of great teams are not afraid of technology, and embrace technology. Curiosity is the fuel of every great team.

Even if failure may occur, leaders still encourage innovation. In creative teams, failure is a learning process, not an excuse for punishment.

The enthusiasm of the members of a great team is closely related to whether the leader can effectively and clearly communicate the shared vision that connects them.

Every great team must use the enemy to define itself.

The leaders of all great teams try to give meaning to "struggle". A leader is a passionate person who believes that he can induce others to share their dreams.

Military leadership emphasizes "command" and "control" and suppresses creativity. Great teams need leaders who can "inspire" and "empower".

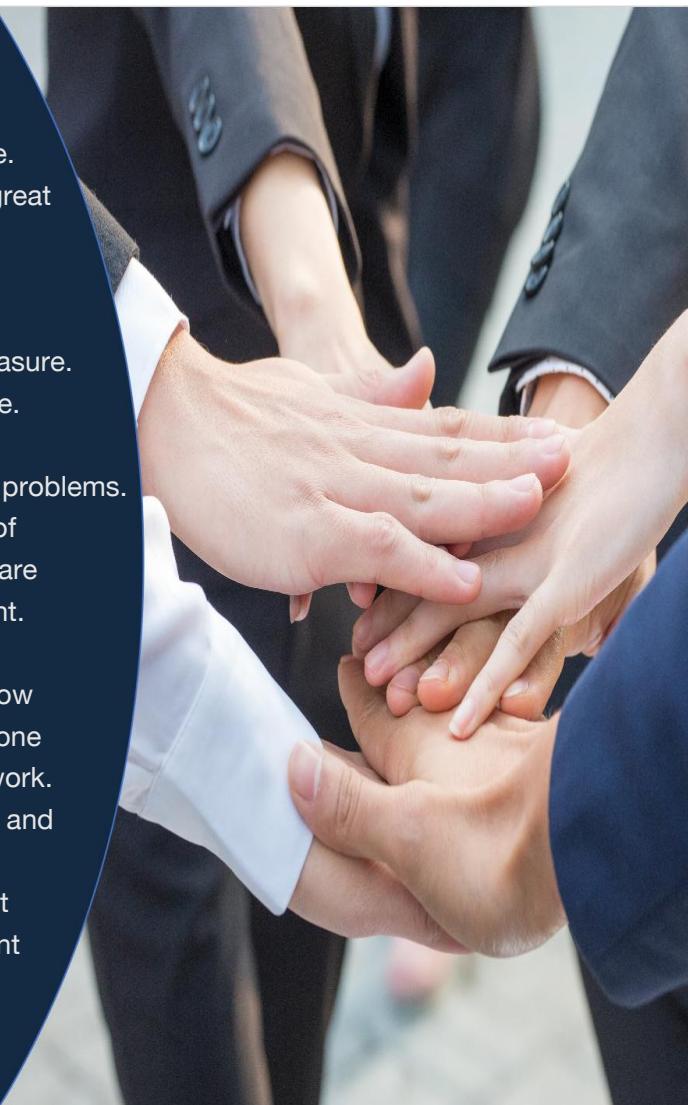
The greatest contribution a leader can make to a great team is to help members discover their own excellence.

The members of the creative cooperation organization have their own language, internal jokes, clothing and traditions, and these people form their own ethnic groups.

The "self" in a great team is usually fully developed and it is unlikely that the leader will be regarded as a prophet. Outstanding performance can bring pure ecstasy; genius wants to perform, and needs to perform.

Because people blindly believe in "individual" geniuses, such as admiring film directors and high-profile entrepreneurs, we may underestimate how much creative work is done by teams.

Today, an important scientific paper may be hundreds of people. The result of his outstanding thinking and experimental work. A great team can be an inducement, a test, an echo wall, a source of inspiration, support and even love. What a great team sets is a new paradigm: the leader is one of many outstanding members, and everyone is equal. In true creative cooperation, work is a pleasure. The only rules and procedures are to advance the common cause. From a psychological and social perspective, great teams are different from ordinary teams. Great teams rarely have morale problems. Most of the members are spontaneous and immersed in the joy of solving problems. All members are focused on a great plan, and are totally unaware of the troubles caused by the general environment. When a person of great wisdom holds freedom and a weapon, and is mandated to complete a meaningful and arduous task, how high morale is. If my organization can be like a great team, everyone will do their best and contribute their wisdom, focusing only on work. Not in the section, self-awareness is completely rooted in talent and sense of accomplishment, how rich and happy this organization will be. In short, "planning" is the most important thing in a great team, the "right tool" is also the key, and a luxurious environment is ranked second.



To lead a group of geniuses, leaders need to:

1. To win considerable respect; let the genius think that what he says is of high value, because of heaven Only then can there be a real choice.
2. It can inspire mutual trust and is worthy of everyone's trust.
3. Be courteous and courteous. Although being courteous is not the characteristic of a great team, you want people who want to lead great teams must possess this trait.

The convener of a great team must not be afraid to hire someone smarter than himself. The talent he seeks has 1. outstanding professional ability. 2. Ability to cooperate with others



Part2: TROUPE DISNEY

Great Groups and great leaders create each other.

The geniuses in great teams are not easy to be led. The role of the leader is usually to guide them in the right direction. The leader of a great team is a “hope” operator, but not necessarily a “rational” speaker. The belief of leaders is often the strongest. Looking ahead and planning ahead are the hallmarks of a great team leader. Not every genius can participate in collective cooperation; some people must only join the team when their achievements are fairly recognized, and some geniuses have a destructive effect.



The most important first step in creating a great team is to "recruit talents."



Providing painters with training and tools to change the world is the second step to make Disney's great team.



Hollister correctly pointed out Walter's most important leadership skill: find an outstanding person and let him fully display his talents.



Walter showed one of the characteristics of great team leaders. He doesn't do everything personally. He doesn't interrupt them as they struggle with problems, but only intervenes after experts have solved most of the problems. The leader has spare time to do what he is best at: inspiring, communicating, and choosing can also make employees feel autonomous, which is what a talented person needs most when he can use his expertise.



Disney has only one rule: do we do better than others. The geniuses in great teams are not easy to be led. The role of the leader is usually to guide them in the right direction. Today's Disney Company, the role of managers is to help others.

People who work at Disney think they belong to a place that really matters, and they do something crazy and great.



Part3: A COMPUTER WITH A REBEL HEART

Leaders of great teams are confident and can attract better people than them. Without great leaders, great teams would not exist.

The talent management model emphasizes four key points: recruiting talents, organization, communication and tools.

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"Communication" because information sharing is very important to great teams.

It is difficult to imagine why Xerox did not develop the commercial use of Alto. The lack of foresight at the top of the company is one of the reasons, but it is not the only factor. The staff at Palo Alto Research Center are all energetic and self-proclaimed as elites, which is another reason. The scientists in Palo Alto's research were extremely rude to Xerox executives, even disdainful, thinking that they lacked the spirit of active research on the mysteries of computers.

Jobs has the ability to build team identity. Secrets have always been something great teams are passionate about. Whether or not they are related to national security, secrets can be

The "informed" and "uninformed" are divided into two, making the insiders more closely integrated.

If it is said that creating achievements must rely on the wisdom and dedication of employees, it is not only a matter of course to maintain polite respect in the workplace, but also what smart people should do. A competent employee is your wealth and should not be depleted.

**Every Great Group
has a strong
leader.**



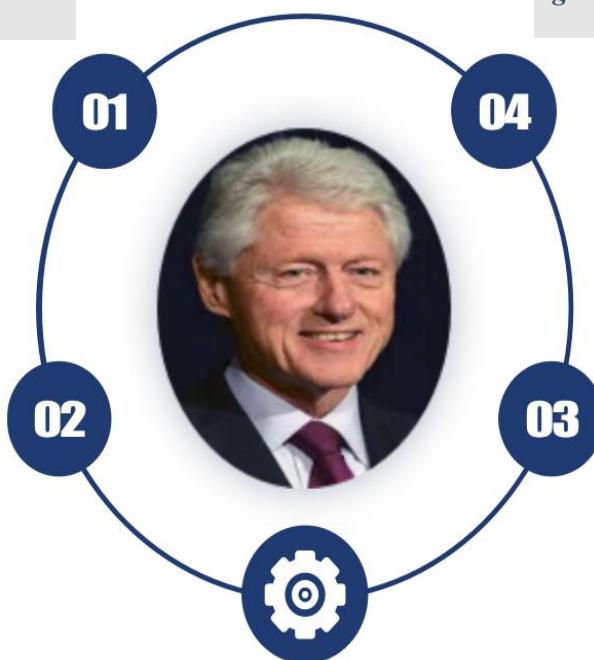
Part4: SELLING A PLACE CALLED HOPE

A great team is tightly focused on a positive challenge and problem that deserves talented people to go all out. The joy of a great team seems to be the joy that ordinary people feel when solving problems. The motivation to solve problems is connected with human nature, and it is as important as language.

People in Great Groups have blinders on.

Clinton's subordinates knew that their candidate had a big problem to overcome, and their solution was the way great teams used to: use imagination, advanced technology, go all out, and most importantly, one by one. Cooperating with great teams is contagious and they will inspire other great teams.

Great teams have the vitality of young people.
Great teams have a tendency to remain independent, which is enough to cut off the temptation from the metropolis.
Look for talents who can make up for the leader's personal shortcomings and achieve great careers.



The leader of a great team can find the right place for each member.
Some leaders only recruit people who are similar to them, while another leader understands that by looking for talents who can make up for their shortcomings, they can accomplish great things.

Clinton, the emerging Democratic leader. Character and training helped him form a great team and helped him win the presidency.

Clinton is surrounded by a large number of people with different specialties. Clinton, like most successful leaders, is not threatened by his subordinates; no matter how capable the other party is, it doesn't matter how capable he is. It is a general who will win the election.

The cultural characteristics of the campaign team: Everything is "do it now." Finding the correct slogan was a major factor in Clinton's victory.

Compared to ordinary teams, great teams are not bureaucratic. But great teams are rarely truly democratic organizations. They almost all have strong leaders and someone who keeps the plan in order.

The attraction of a great team is its "tension." What happens in a great team is always a colorful story. After that, life becomes like a black and white movie. The traits of a great team: Energetic, viable, chaotic but efficient war room, youthful optimism, and teamwork that firmly believes in changing the world.

Part5: THE SKUNK WORKS

Great Groups think they are on a mission from God.

The concept of "signing a contract" occurs in almost all great teams; the promise that individuals will do their best to make the plan successful.

When people can affirm their superior abilities, they will regard the trivial matters such as malicious slander, deception and petition in many workplaces as insignificant. The outstanding performance of other members of the team will also promote mutual respect.

The most important prerequisite of the Chou Pian project is to be "sound-tight." Many great teams do not need to keep secrets, but they still pretend to be mysterious.

Therefore, the responsibility of the leader is to reduce the pressure, not to increase it.

When a great team is working, it looks like a magic, but there is always a way to find fun. Solving problems can be a pleasant thing. Invest in collective cooperation

People who succeed in doing this will get immediate feedback because of the increased secretion of endorphins in the brain.

Team members are like twins. They have their own language to isolate outsiders and show that they have a common identity.

The harsh environment makes workers turn to introspection, facing and solving problems.

Even if the members of a great team are not paid, they will do what they should do and try to solve the problem.



Johnson believes that one thing is "life really matters":

1. *God*
2. *Health*
3. *Mission.*
4. *Spouse.*
5. *Respect your boss and subordinates who work for you.*



Part6:EXPERIMENT AT BLACK MOUNTAIN



The greatest contribution a leader can make to a great team is to help members discover their own excellence.

In 1945, Black Mountain College became the first non-black college to enroll African American students in the modern southern United States. If Black Mountain College had not existed, the philosophy of lifelong learning, which was widely accepted in teaching, might not have taken root at all.

Although Ebers and Olsen later served as leaders of the Black Academy, Rice was the vision-shaper of this school. He was a friend of the educational philosopher Dewey. He believed that learning is a continuous process, as long as people continue to breathe, education should continue.

Black Mountain College is different from many other great teams—it is a purposeful organization that relies on a considerable degree of consensus.

Too many great teams are made up of extremely outstanding people who are incompatible with the surrounding environment. The education in Montenegro is rebellious. Many people who have taken Albert classes at Black Mountain College think that he has changed their lives.

From the first day, Black Mountain College has used "discussion" as its life. But Black Mountain College is not an ideal world. It is made up of a clear stand, courage to express,

The leaders of Great Groups love talent and know where to find it.

A temporary team of people with different talents and personalities.

The biggest trouble of Black Mountain College is also its source of strength: a group of talented talents with unique personalities. Great teams often deliberately bring youthful looks.

Black Mountain College is not only a place for collective creation, but also a collective creation itself.

The close cooperation with other creative people at Black Mountain College has enabled the artist's creativity to grow rapidly.

The leader of a great team is like a catalyst and a bridge between the external world and the internal team. Ebers regarded the Black Academy as a stronghold of visual arts, while Olsen regarded it as a literary center.



Part 7:THE MANHATTAN PROJECT

**Every Great Group
is an island
—but an island
with a bridge to
the mainland.**



The ability to know people and be responsible is perhaps the most important talent of a great team leader.

If you cannot exchange information freely, you cannot continue to study science. Without openness, important problems may never be discovered, and solutions may never be thought of. Openness can support morale.

Great teams are often superior islands from the surrounding environment. This is always the case in a great team, people always create endless fun. Members of a great team will sacrifice themselves for the task, but selflessness does not necessarily eliminate pain.

Oppenheimer is the adhesive of Los Alamos National Laboratory.

When an outstanding group of people in the world is ordered to make a world-breaking weapon, it is extremely important to believe that the leader is "absolutely right."

Pragmatism is the creed of Los Alamos National Laboratory.

Great teams are made up of rare geniuses and work together under equal status.

Most great teams are driven by a sense of mission. Without a solid external force to combine and shape members, the powerful force that represents the team may cause the team itself to fall apart.

A great team needs a clear plan to allow each member to contribute their own efforts to accomplish things beyond their minds; and it must be done by collective strength, so that they can unite.



Part 8: 15 SUGGESTIONS

**Great Groups see
themselves as
winning underdogs.**



The life of a large group is very different from real life. Jules Engel, a veteran of Bambi, recalled that the great Disney animator couldn't wait to get up in the morning and return to his drawing board. Not only is this work fascinating but also vital. The process itself is exciting, even joyous. "Work is more fun than entertainment." What happens in these groups is not in ordinary groups or even very good groups. If only during the project, the people in Great Groups seem to be better than themselves. Compared with working alone, they can see more, achieve greater success, and have better time. There is no way to guarantee that any particular group will achieve excellence, but there are ways to maximize this possibility. Every group we inspected has important things to teach us, some positive, some vigilant. The following are the fifteen top practical courses of the "Great Group":

1. Greatness starts with superb people.
2. Great Groups and great leaders create each other.
3. Every Great Group has a strong leader.
4. The leaders of Great Groups love talent and know where to find it.
5. Great Groups are full of talented people who can work together.
6. Great Groups think they are on a mission from God.
7. Every Great Group is an island—but an island with a bridge to the mainland.
8. Great groups see themselves as winning underdogs.
9. Great Groups always have an enemy.
10. People in Great Groups have blinders on.
11. Great Groups are optimistic, not realistic.
12. In Great Groups the right person has the right job.
13. The leaders of Great Groups give them what they need and free them from the rest.
14. Great Groups ship.
15. Great work is its own reward.



This is an inspiring book, with seven wise examples in the book: Disney Movies, the Palo Bump Research Center of Full Record, Apple Computer, President Clinton's campaign, Lockheed's top secret The Skunk Project Team, Black Mountain College, and the Manhattan Project explain the most important thing to people: how to reverse individual talents to work as a team and create the best collective advantage. Learn to work in a group, recognize the mission, and shape your own team. The perception of the story of the seven talented teams, the strength of the team, collective creation, and the creation of the future.

1. the power of the team

No one is as smart as everyone combined

Regardless of whether we intend to develop a global business or discover the mysteries of the human brain, we cannot expect to be accomplished by one person alone -- no matter how talented or energetic this person is.

2. collective creation

Most of the members of great groups are spontaneous and revel in the joy of solving the problem

Why are great things mostly done in ordinary or humble environments. An unremarkable or unattractive environment may inspire creativity, so that everyone can start from scratch and free their hearts to dream about various possibilities.

Great groups have other things in common. They all have great leaders.

3. Create the future

Curiosity is the fuel of every great group

Everyone does not want to be managed, but wants to be guided

In the creative community, failure is a learning process, not an excuse for punishment.

Failure is good, as long as it doesn't become a habit

The story of the seven talented teams is coordinated with stability and innovation. The stability of an innovative work team does not mean the stability of the internal members of a single team, but the relative stability of the overall high-quality personnel. This requires the use of various reasonable and effective incentives to retain high-quality members, so that they have a sense of belonging and identity. At the same time, in order to avoid the loss of innovation, the combination of internal team members must be constantly replaced, emphasizing cooperation and alliances with other companies, so as to maintain the competitive advantage of the organization, but also lay a good foundation for innovation.

