

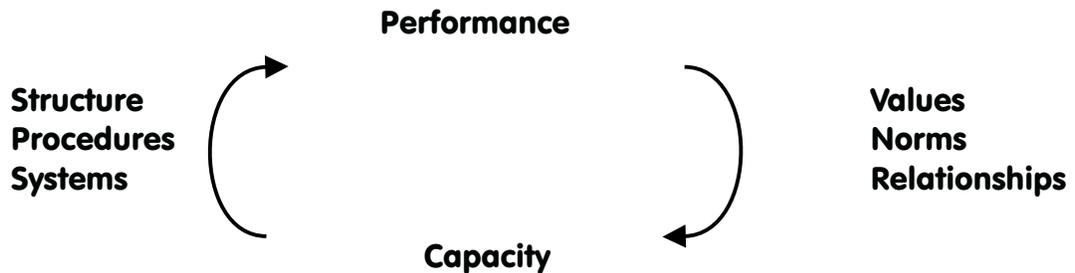
IDENTITY AND GROUP EXCELLENCE 2 OF 3

THE MAKING OF M*A*S*H

An analysis of the documentary "THE MAKING OF M*A*S*H" has given some guidelines for the characteristics of an organization that works well internally.

Two frameworks may be useful in addressing the question: "how did they do it every week"

The first is understanding the relationship between performance and the capacity for future success.



The role of leadership is to keep performance and capacity in balance, not sacrificing one for the other.

Capacity is converted to short term performance through structure, procedures, and systems that focus the energy and competence in the organization.

Capacity is different from performance. Its what keeps success going. Another term might be renewal, but its more than recharging the batteries. Its performance growth - people stretching to do better - going beyond personal egos - a commitment to team effort - and innovation.

Capacity is an issue of values, norms, and of interpersonal relations that create a high level of dedication and teamwork, a willingness to be open.

The second framework:

TRW systems studied the project and came up with six necessary conditions:

1. clear goals and goal relations
2. clear roles and role relations
3. technical competence
4. shared management philosophy and norms
5. a commitment to each others' success
6. a willingness to step-out of role
("Work the problem" vs. "it's not my job")



OPINIONS AND FEELINGS ARE FREQUENTLY A PERSONAL TRIUMPH OVER GOOD THINKING
YOU DEFINE REALITY BY WHAT YOU KNOW, WHAT YOU BELIEVE, AND WHAT YOU DO ABOUT IT.