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IDENTITY AND GROUP EXCELLENCE 3 OF 3

THE MAKING OF M*A*S*H

An analysis of the docuumentary of "THE MAKING OF M*A*S*H" has given some guidelines for the characteristics of an organization that works well together, considering the question "how do they do it each week?"

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")

1. agreement to portray "the destructiveness and wastefullness of war"

2. Writer "our job is to help develop the roles played by actors"
   Director "my job is to fulfill the intentions of the writers"
   Producer "my job is to protect the company from the network"

3. Professionalism was the key value here - the wardrobe manager was described as a "technical genius" - the developer was described as a "creative genius - easy to work for" - the crew was generally described a having good work habits, willing to work, and trying to make a better show.

4 -insistence on excellence
-credit freely given
-no one hides in dressing room
-open communication - gripe sessions that anybody could convene
-a lot of affection
-"a community of mutual support"
-writers and actors working together on a script
-willing to help each other, try new things, experimental, open to ideas

5. Two things say it all:
   One was the description of "A COMMUNITY OF MUTUAL SUPPORT"
   The other was the the CREDITING AND RECOGNITION PEOPLE GAVE EACH OTHER.

6. "Work the problem vs. It's not my job" is resolved by commitment to the overall job, enthusiasm for professionalism, pride in their contribution.

The three steps of the ABC's of team building

1. Acknowledge Build Credit
2. Acknowledge Build Credit
3. Acknowledge Build Credit

GENIUS: "the unique and identifying spirit of a person or place"
"the prevailing spirit or character of a person or place"

We are all more alike than different. A paradox of life is that our Genius is unique but our problems and hassles are all the same.

R&M SEMINARS

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.