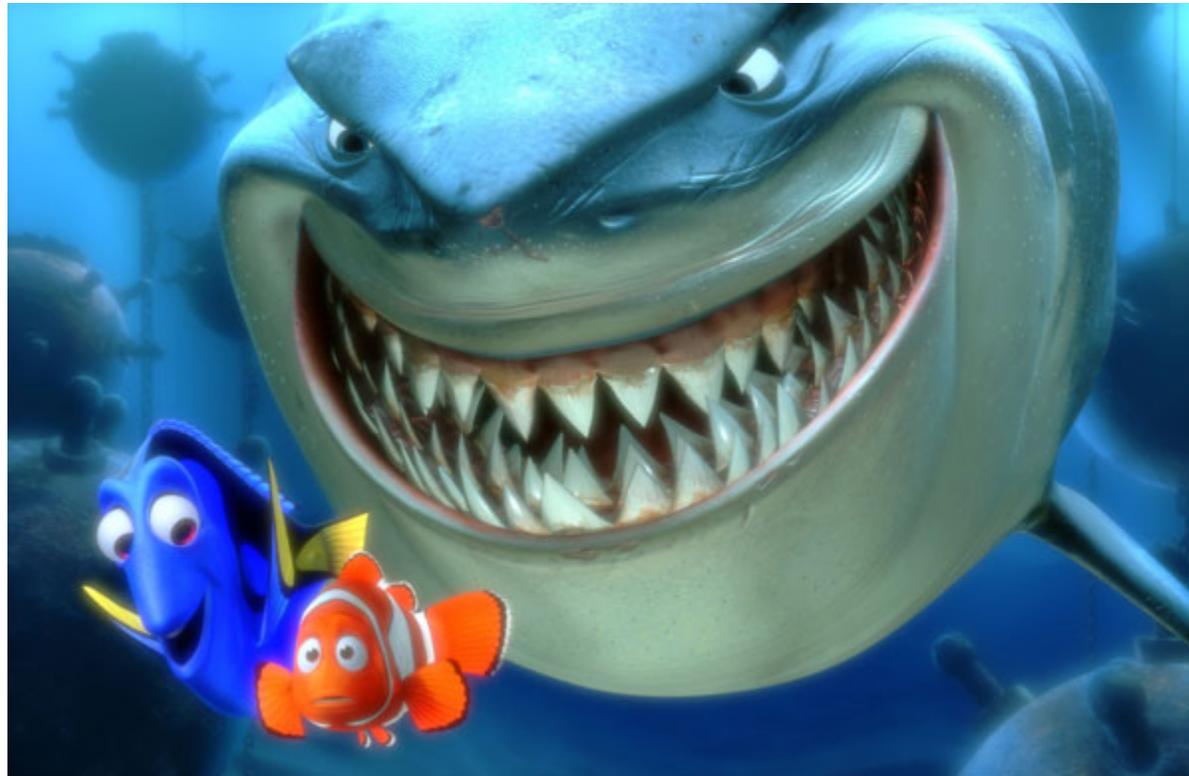


Swimming in Troubled Waters

Sandhya Santhanakrishnan



Rebuilding companies as communities

The Pixar story....

- Pixar made the world's first computer-animated feature film in 1995 and has since made another eight blockbusters.
- Ed Catmull, President of Pixar attributes the studio's success to its “vibrant community where talented people are loyal to one another and their collective work”.
- Everyone feels they are a part of something extraordinary and their passion and accomplishments make the community a magnet for talented people coming out of schools or working at other places
- A must learn lesson!



Rebuilding companies as communities

The Pixar story....

- **"We are smarter than me."** Pixar recognizes that it takes EVERYONE
- **Take risks** choices you have uncomfortable organizational able to
- **Hire good people** Collins says
- **Give them space** out of their way It takes tremendous amounts of trust to get talented people to be creative and work together without feeling threatened.
- **Just Wow!!!!**



business
the original,

when your
eye to being

ing even Jim

top, then stay

The idea in brief...



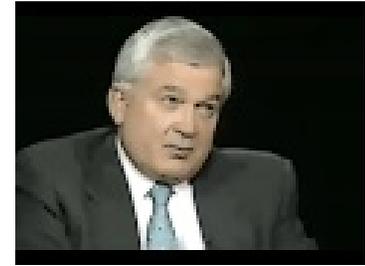
- Beneath the current economic crisis lies another crisis of far greater proportions-people's sense of belonging to and caring for something larger than themselves.
- Decades of short-term management have inflated the importance of CEO's and reduced the importance of others to fungible commodities
- Government stimulus will not alone resolve the problem. Companies need to reengage their people.
- The practice of both management and leadership has to undergo a change and immediately

Families at work



- Individualism is a fine idea but not on its own. We are social animals who cannot function effectively without a social system that is larger than ourselves.
- Community the social glue that binds us together for the greater good is lacking in today's world.
- Community means caring about our work, our colleagues, our place in the world, geographic and otherwise and in turn being inspired by this caring.
- Some of the most admired companies like Toyota, Pixar, Mondragon, Infosys have this strong sense of community.
- There in lies the secret of their success.

“Community-ship”



- Community-ship requires a modest form of leadership that might be called engaged and distributed management.
- A community leader is one who is engaged in order to engage others, so that anyone and everyone can exercise the initiative.
- That’s how IBM got into e-business. An enthusiastic programmer convinced a middle manager that the opportunity existed. The manager stitched together a team with almost no budget
- When it reached Lou Gerstner, then the CEO he encouraged it!
- Leaders are those who create not followers but more leaders.

How can we rebuild companies as families?

- First establish a sense of urgency

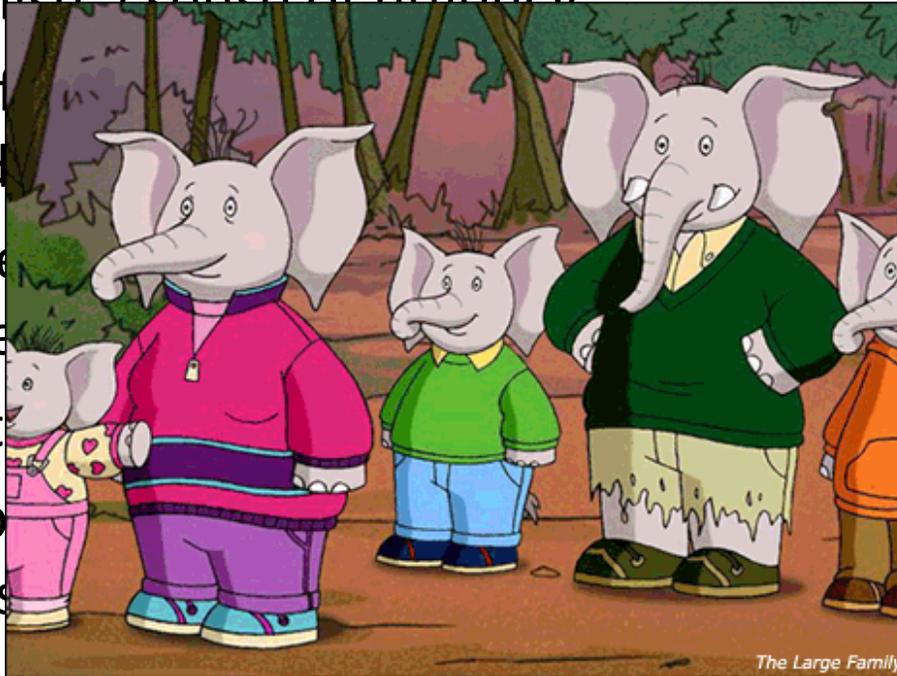
- Don't just focus on the middle but concentrate on the middle together.

- Its far easier to create a new community than to

- Build an atmosphere

- Build a robust structure that know what the organisation is

- Place community leadership at the centre reaching out instead of reaching down.



Tailor your tactics



- Community building in an organisation may best begin with small groups of committed managers.
- The sense of community takes root as the managers share their experiences they shared in the organisation.
- The insight generated triggers small initiatives that can grow into big strategies
- They soon inspire others to follow their example.
- Cut the word “I” for the vocabulary and replace it with “WE”
- Communtiyship is firmly established when its members reach out in socially active, responsible and mutually beneficial ways to a broader community.

Sources

- Harvard business Review
- www.nysketches.com
- www.encyclopedia.com
- www.printerscats.com
- www.disney-clipart.com

