# Paper Breakdown

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   1. The Signifiers to Start
   2. Building around a Project
   3. Identifying a Growable Team
2. **Throttle Up**
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   2. Learning to Manage
      1. The Life of a Project
      2. Managing Engineers
      3. Motivating Engineering Students
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   4. Growing the Culture
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4. **Re-enter and Land**
   1. Transitioning of Leadership
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# Ignition

1. The Signifiers to Start
2. Building Around a Project
3. Identifying a Growable Team

The purpose of this section is to review the thoughts, actions, and realities of what it takes to start an organization. We begin this chapter with Signifiers to Start, which walks you through the fundamental questions you need to ask yourself before embarking on this journey. We will then move to Building Around a Project, a crucial step to build a base of work and culture needed so you can then go about Identifying a Growable Team. By the end, you will have gone through many struggles, but will have created the start of a blossoming college engineering organization.

## The Signifiers to Start

1. What are your reasons for starting an organization?
   1. Do you want experience?
   2. Do you want to feed your passion?
   3. Are you bored and want something to do?
2. Is there a gap in the community for what you want to create?
   1. Does the timing of the organization make sense?
   2. Are there a member base that is creatable?
3. Do you see yourself as someone who can lead?
   1. The attributes of a leader?
   2. The energy/want?
   3. Are you okay with failure?
4. What are the roadblocks to understand?
   1. Navigating the Maze of Power in a bureaucratic world.
   2. Little initial reward for a lot of initial drive

### Quotes:

*Smart Tribes*

* We recommend that if you are aiming to change something, you enlist the support of a trusted advisor, because its almost impossible to see what’s going on from inside.
* The more passionate I become, the better I am at leading myself and others, and helping them get in their Smart States.

*Why Doers Do*

* Today, companies are measured, not by “What are you doing?,” but by “What have you done?”
* Facts are better than dreams.

## Building around a Project

1. Must work on something that excites most members
   1. Don’t try too hard to make sure everyone is for it
2. Build a project, people will come
   1. Trying to build a team with just general meetings doesn’t work
3. Roadblocks happen, but must have the grit to push through
   1. Initially starting something takes a certain grit, can be challenging to keep motivated
4. The initial fear of failure
   1. Take it in, it is how you grow and learn

### Quotes

*Smart Tribes*

* “If we want to reignite innovation and passion, we have to rehumanize the work. When shame becomes a management style, engagement dies. When failure is not an option we can forget about learning, innovation, and creativity.
* What happens when you work only at the symptom level? You’ll have to deal with the next symptom, and the next symptom, forever – because it’s the system that causes all the symptoms.
* First of all, if an organization is to be truly effective, it must at heart be a learning organization.

## Identifying a Growable Team

1. Not all starting members are long-term members
   1. Focus on the potential high impactor people
   2. How should you go about knowing who is who?
2. Why do people want this organization?
   1. What are you offering? Does it align with what you initially thought? It won’t.
3. What people/groups can help you at this stage?
   1. Parent organizations, nearby similar organizations
4. The clear different between interested members commitment
   1. Initial management techniques to things to understand about this at an early level

### Quotes

*Motivating the Middle*

* Top-third members do most of the work. They are the visible, busy leaders. If their hands are not actively doing something for the group, their minds are likely thinking about the next event, meeting, project. They run for office. They step up when there is a need.
* A top-third member wishes everyone would take the organization more seriously and give 100 percent.
* A middle-third member is happy to contribute to the success of the organization, but is much more likely to be a supporting player than the MVP
* A middle-third member likes certain aspects of your organization more than other.
* Take a list of your current members and divide it into thirds. Who are the top-third members who always show up and do a ton of work? Who are the bottom-third who either cause problems or have a very weak commitment to the group? Who falls in the middle? (Its OK if its not perfect thirds)
* What are some lower-pressure, supporting roles your organization could create that would appeal to middle members with more limited time to devote?

*Smart Tribes*

* Some of your team members may need to develop profound new skill sets, behaviors, capabilities, beliefs, or identities.
* If you want to know what a person is truly committed to, look at their calendar, their credit card statement, and their behavior. These will reveal their priorities and what they value most.

*Why Doers Do*

* People don’t change that much.

# Throttle Up

1. Growing your Leadership Skills
2. Learning to Manage A Team
   * 1. The Fundamentals of Management
     2. The Life of a Project
     3. Managing Engineers
     4. Motivating Engineering Students
3. The Art of Meetings
4. Growing the Culture

Growing your Leadership

1. Not all starting members are long-term members
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### Quotes