# Paper Breakdown

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# Ignition

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

## The Signifiers to Start

1. What are your reasons for starting an organization?
   1. Want experience?
   2. Want to feed your passion?
2. Is there a gap in the community for what you want to create?
   1. Is the timing right?
   2. Will the people come?
3. Do you see yourself as someone who can lead?
   1. The attributes of a leader?
   2. The energy/want?
4. What are the roadblocks to understand?
   1. The people to know
      1. The Maze of Power
   2. The Drive with no Rewards

### 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.

## Identifying a Growable Team

1. Not all starting members are long-term members
   1. Focus on the potential high impactor people
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.

## 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.

# Throttle Up

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

## Growing your Leadership