



“What if we don’t change at all ...
and something magical just happens?”

An Invincible Organization

Shaping
Organizational
Culture Through
Shared Vision &
Creative Tension

Leadership is about change... The best way to get people to venture into unknown terrain is to make it desirable by taking them there in their imaginations.

— Noel Tichy —

**How MATC employees describe
our culture:**

Friendly/Supportive

Family

Innovative

Rewarding/Worthwhile

Fast-paced/Demanding



1990/Peter Senge (MIT): The Fifth Discipline: The Art & Practice of The Learning Organization:

Shared Vision Creative Tension Team Learning Systems Thinking

Mission, vision, values, objectives usually not too hard to define

Purpose(s) of two-year colleges—does it fit the times we are in?

Operating system of any organization is its culture

Describing the culture you want to develop, major steps of implementation, work never ends—continuous improvement

So...culture touches every aspect of accreditation evidence, institutional effectiveness, leadership, performance & accountability, and more!

Adhocracy Culture: A “create” environment
Clan Culture: People-oriented “collaboration”
Hierarchy Culture: process-oriented “control” atmosphere
Market Culture: “Results”-oriented setting
(AIHR.com)

All valid, valuable, doable

My version is simply this: The “Why Not?” Culture

An open notebook with a pencil resting on the right page is the central focus. To the left, a pair of black-rimmed glasses lies on a surface covered with a detailed map. Above the glasses, several vintage-style photographs are scattered. The scene is lit with warm, low-key lighting, creating a nostalgic and contemplative atmosphere. The text "If YOU could only IMAGINE..." is overlaid in white, bold, sans-serif font across the lower middle of the notebook pages.

If YOU could only IMAGINE...

Employees:

Educate/Engage +

Effort/Encouragement +

Energy/Empowerment =

Execution/Evaluation (this with a twist...)

Understand Importance of their Position to the Whole

Act on the Mission/Vision/Values

Resilience & Recognition

Effectiveness, then Efficiency!!!

OWN the job/Shareholder of the Institution

Professional Development—Close the Loop

Results with Continuous Improvement

➤ **Characteristics of Invincibility:**

-Be Adaptable to Opportunity & Change (aka Disruption & the Unknown)

-Capability to find and navigate through information (credible or not, meaning, etc.)

-Shape a Culture of Accountability & Innovation with Real-World Problem-Solving Tools

-Stay Relevant, Valuable, & Viable

If you are always trying to be normal,
you will never know how

AMAZING

you can be.

Maya Angelou – American Poet

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