denison™

TRANSFORM

COORDINATION & INTEGRATION
ACCELERATOR

This process was designed to increase Coordination & Integration among Functions, Departments and Organizations that want to improve their ability to work more effectively across organizational boundaries and reduce silo or stove-pipe behavior.

When is such a process necessary? Your Denison Culture survey results may reveal challenges in the area of Coordination & Integration (see an example below) which focuses on cross-organizational collaboration and alignment. Employees may find it difficult to execute on projects or meet critical deadlines due to dependencies on other teams or groups that impact the ability to deliver a quality product or service. When lower scores are seen in this area, it is likely that terms such as silos, stove-pipes or swim lanes are part of the group's lexicon. Where such concerns exist, it is important to bring together the stakeholder groups to understand and, where possible, resolve challenges they create for each other.

Coordination and Integration is one of the twelve indices measured by the Denison Culture Model and Survey. Research has shown that the ability to work effectively across organizational boundaries (activities, departments, locations, shifts, etc.) is critical to how efficiently and effectively an organization performs. The ability to achieve common goals and support the achievement of organizational objectives is rarely done in isolation. Each part of the organization contributes to the broader success of the activity and agency. This requires the development of effective working relationships across the organization and an understanding of how one group's work affects others, and vice versa.

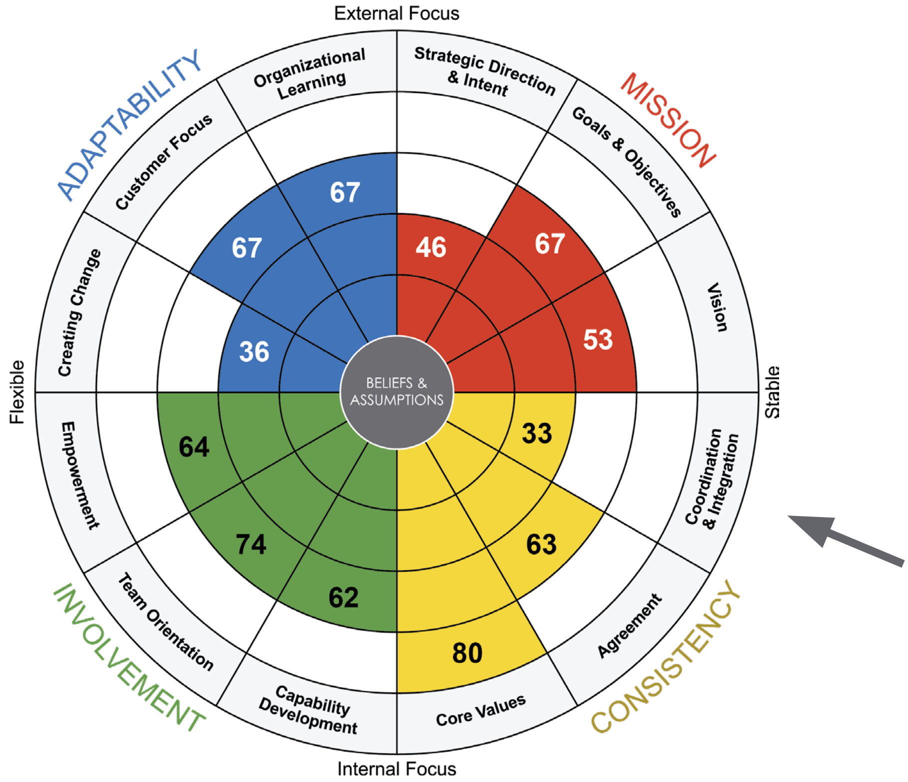
STRATEGIC ALIGNMENT

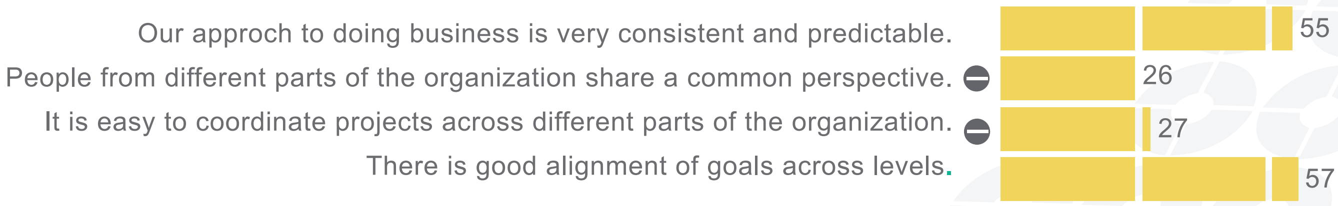
MERGER & ACQUISITION

TRANSFORMATION & TURNAROUND

TALENT MANAGEMENT

The Coordination and Integration Accelerator Process is designed to bring people together from areas of an organization for which coordination & integration is important. These are stakeholders with whom information, services, products or other meaningful exchanges occur. In the workshop, the respective stakeholders are provided an opportunity to openly discuss what is working and what barriers might exist when the work requires collaboration between the stakeholders. These are facilitated discussions that are focused on developing a clear understanding of what each group "Gives and Gets" from each other, and what can be done to improve the working relationship.





Outcomes of these sessions include:

- A comprehensive understanding of the scope of the working relationship and interdependencies, with emphasis on both "What" the working partners do and "How" they want to do it. As Wilfred Bion, a pioneer in group dynamics, once said, "The dilemma in group life is found in the interplay between Task and Process." We focus on both.
- Assess the quality of the current interactions and exchanges
- Identify of prioritized issues that need to be addressed
- A working agreement that sometimes takes the form of a charter outlining:
    - o The key relationship Mission or Objectives
    - o How we will work together (relationship objectives - Process)
    - o What we will strive for (performance objectives - Task)
    - o Issue Resolution and Escalation process
- Agree on next steps that includes monitoring progress, frequency of follow-up meetings, etc.

The Coordination & Integration Accelerator Process consists of 3 key steps:

Step 1: Identification of relationships to engage in the process

Denison works with the individual teams to develop a prioritized list of key working relationships. Coordination & Integration often requires groups to interact and engage with a variety of other groups and functions. Each relationship may be somewhat unique with respect to the interactions and exchanges required for an effective working relationship. Identifying the groups with whom you interact and determining the relationships that would benefit from engaging in this process is the first step.

Below is an example of how we identify and prioritize the relationships by team.

	Manufacturing	IT	Operations	Sales	HR	Finance	R&D	Legal
Importance	3	2	3	1	2	2	1	1
Effectiveness	3	2	3	1	1	2	2	2

Working relationships are rated based on importance of the relationship and the current perceived effectiveness of that relationship.**

Importance:
1 = not important
2 = moderately important
3 = very important

Current effectiveness:
1 = low effectiveness
2 = reasonably effective
3 = highly effective

Note: In this example, the relationships with Manfacturing and HR emerge as the highest priority areas for engaging in the process. IT and Finance offer opportunities for continuous improvement.

***We would use your organizational structure to populate the groups that are relevant to your team and generate the ratings.*

Step 2: Workshop preparation

Our Give/Get Workshop is a central piece to the Coordination & Integration Accelerator process. Once the prioritized groups have been selected, Denison leads a pre-workshop discussion with representatives of each group who will be part of an interactive working session. This initial prep meeting is used to outline the objectives of the process and to have the participants begin thinking about the preparation needed in advance to the workshop.

That preparation typically includes:

- Clarifying who will attend the workshop from each group.
- Preparing a list of the key things (WHAT) the attendees believe they:
  - o Give to the other group (can be information, reports, products, services, etc.) and the current quality of those "gives" from their perspective
  - o Get from the other group regarding the "WHAT" (information, reports, products, services, etc.) and the current quality of those "gets" from their perspective
- Capturing amongst themselves the key "HOW" challenges they face when working with the other group (professionalism, trust, communication, problem resolution, etc.).

Step 3: A Facilitated Give/Get Workshop

The initial workshop is typically scheduled for 1 day.

The process proceeds as follows:

1) The facilitator sets the stage for the discussion and begins with a few key ground rules for the session.

2) Agreement is reached on the key relationship Mission or Objectives.

3) Each group shares "WHAT" it is that they believe are the key things that they Give and Get from each other. This is initially done as a one-way sharing of information from each group. Questions of clarification are allowed; however, each group must listen to the other when that group is sharing their Gives/Gets. The ability to further question and/or challenge the other group's assessment of the Gives/Gets will occur later in the workshop.

4) Attendees listen for areas of agreement as well as areas of confusion or disagreement. The facilitator captures and tests the areas where agreement exists and clarity of expectations seems clear to all parties (captured as expectations that are clear and currently being met).

5) The facilitator then notes and explores the areas of disagreement and seeks to align the participants' expectations of each other. This is where honest conversations regarding what is needed to deliver "WHAT" is needed from each other take place. Team agreements are created to capture the commitments and provide a basis for tracking the execution of those commitments.

6) The same process is used to surface and discuss "HOW" the groups will work together.

- o One-way sharing
- o Questions & Clarification
- o Identify areas of agreement
- o Explore misaligned expectations and develop team agreements regarding "HOW" the groups will work together

7) Discuss and agree on how the groups will resolve problems and issues that arise, and when appropriate, how issues will be escalated and resolved.

8) Closing roundtable to assess effectiveness of the meeting and agreement on next steps that includes monitoring progress, frequency of follow-up meetings, etc.

NOTE: We recommend that groups develop a regular cadence for these meetings, typically monthly – quarterly for critical relationships and/or during important projects that require close coordination & integration.

Call us today to accelerate your coordination and integration efforts and maximize your cross-organizational impact!

FOR MORE INFORMATION

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