

Collaborating for Outstanding Outcomes

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Four Outstanding Outcomes



- ▶ Improved morale
- ▶ Increased productivity
- ▶ Increased retention
- ▶ Easier recruitment

Collaborating for Outstanding Outcomes

- ▶ WSJ Article Feb 11, 2014 CIOs who were interested in becoming CEOs were asked to rate their organizations on how effective the company was at fostering collaboration internally.
- ▶ 45% said “C” only 5% said “A”
- ▶ Lots of opportunities across organizations and industries for improvement

The Challenge of Silos



The Impact of Silo Mentality on Team Identity: An Organizational Case Study

- ▶ Employees in the silo think of themselves as teams, depts., unaware of the whole - as if it doesn't exist



Four Themes

- ▶ Physical Environment and Structure
 - ▶ Intragroup relations
 - ▶ Intergroup relations
 - ▶ Experience of Management
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- ▶ What impact does this have on the unit? Organization?
 - ▶ Productivity? Recruitment? Retention?

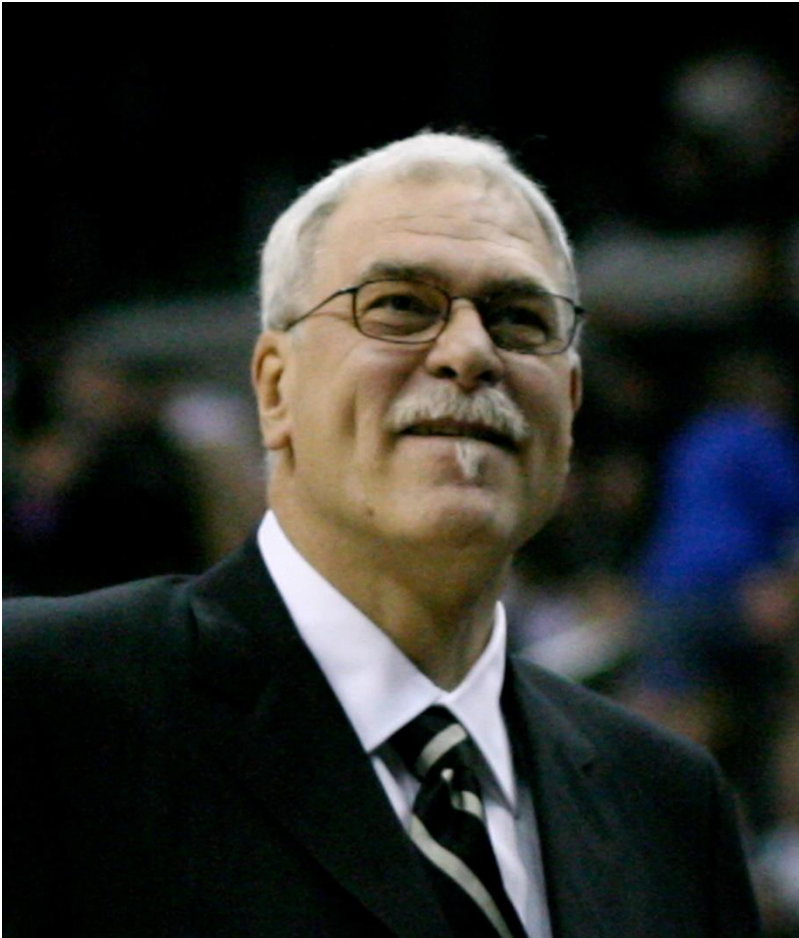
What does it feel like in silo?

- ▶ Lack of trust & respect
- ▶ Not knowing what others are doing
- ▶ Us/them
- ▶ Lack of collaboration & collegiality
- ▶ Powerless
- ▶ Isolated
- ▶ Disconnected

Deconstructing Silos and Supporting Collaboration

- ▶ Collaboration is bringing together disparate people, thoughts, ideas and experiences, blending them together to create something of value.”
- ▶ Getting people to work together who have different agendas.

Collaborating for Outstanding Outcomes



“The strength of the team is each individual member. The strength of each member is the team.” —Phil Jackson

Find a Partner

- ▶ What are three ways you can build collaboration across your entire organization?
- ▶ What are three different ways you can build collaboration across a team or department?

Building Collaborative Cultures

- ▶ How does your org. structure promote or hinder collaboration?
- ▶ Where do silos exist?
- ▶ How is collaboration part of the culture and value system?
- ▶ Does your organization or department believe in and model collaboration?
- ▶ How do you reward collaboration?

Fostering Collaboration

- ▶ Reward cooperative behavior
- ▶ Encourage innovation
- ▶ Create culture of collaboration
- ▶ Clarify responsibilities
- ▶ Use cross functional teams for organizational initiatives
- ▶ Hold retreats to build camaraderie

Find a New Partner



Share with a Partner

- ▶ What are three ideas you can take back and implement?



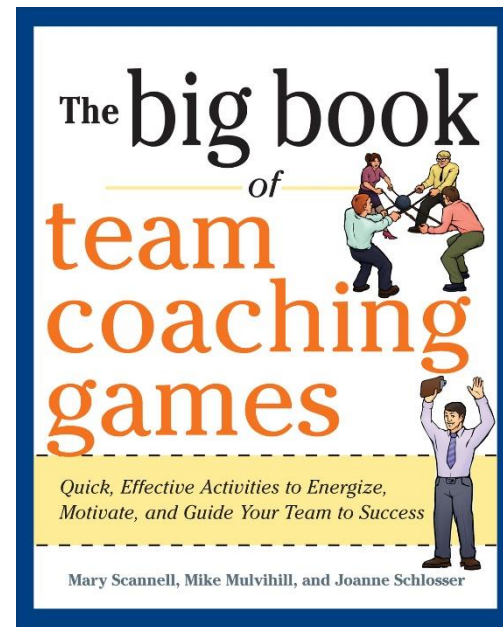


Questions

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Rock, Paper, Scissors Game

Closing Thought

“It is literally true that you can succeed best and quickest by helping others to succeed.”
Napoleon Hill



Recommended Resources

- ▶ Silos, Politics and Turf Wars: A Leadership Fable about Destroying the Barriers that Turn Colleagues into Competitors by Patrick Lencioni (2006)
- ▶ The Five Dysfunctions of a Team: A Leadership Fable by Patrick Lencioni (2002)
- ▶ The Impact of Silo Mentality on Team Identity: An Organizational Case Study by Frans Cilliers & Henk Greyvenstein; 2012
- ▶ Deconstructing Silos and Supporting Collaboration, Employment Relations Today, 2004, Florence Stone
- ▶ Gary Hirsch, Meet Your Monster video
https://www.youtube.com/watch?t=1048&v=K_Lq_FMYWSEg