

Breaking Down Organizational Silos

SITUATION

An overwhelming lack of communication coupled with the insular construction of organizational silos contributed to major inefficiencies within divisions and the organization. Previous approaches had been ineffective in breaking down organizational silos.

THE WEINSTEIN FACTOR APPROACH

The change agent assessed the teams from each division on seven areas. These were impact, capability, power, practice, participation, clarity, and commitment. Setting a baseline for each department, the facilitator proceeded with implementing team dialogs focusing on each team's lowest scoring areas. The change agent challenged the division leaders to a friendly

competition between non-interactive divisions. Conducting a workload analysis and developing a job cross training model, the facilitator aided the division in assisting the department leaders in matching the right person to the right workload. In addition, the facilitator worked with department leaders in the implementation of job training where required.

THE WEINSTEIN FACTOR RESULTS

Within 90 days, each division increased in performance across all areas assessed. One department showed double digit improvement.

High Performing Team Scores Increased:

- Team Impact +10%
- Capability +20%
- Power +22%
- Practice +12%
- Participation +13%
- Clarity +13 %
- Commitment +14%

Outcomes:

- Unprecedented interdivisional communication.
- Increased understanding of cultural diversity and multiple viewpoints within teams.
- Improved interdepartmental collaboration resulting in budget implementation.
- More exploration in leadership accountability.
- Perception of capabilities increased employee morale.

The internal friendly competition further increased communication aiding in the breakdown of silos within the organization and allowed for shared best practices with increased productivity.