

Reduce Project Risk/Expense

Employee Enablement

Be More Competitive

Cross-Functional Mindset

Cross-Functional Performance

Business Acumen

Digital

Transformation

Innovation

Customer Centricity

Active Listening

Business Acumen for IT Professionals

How to Reduce Silo Thinking and Increase Cross-Functional Capabilities

Presented by H5 Consulting, LLC

Understand the Departments

Workshops

Executive Services

Risk Assessment

Center of Excellence

Make Cross-Functional Collaboration a Competency

Transformation

Ambassadors

Customer

Empathy

Decrease Project Rework and Delays

Knowledge Base

Agile Collaboration Culture

People Development

Financial Impact

Internal Collaborations

Lean

Co\$ of Silo Thinking

Customer Value

Self-Awareness

Critical Thinking Skills

Yes We Can

Paying Customers

Internal Customers

Customer Experience

New Processes

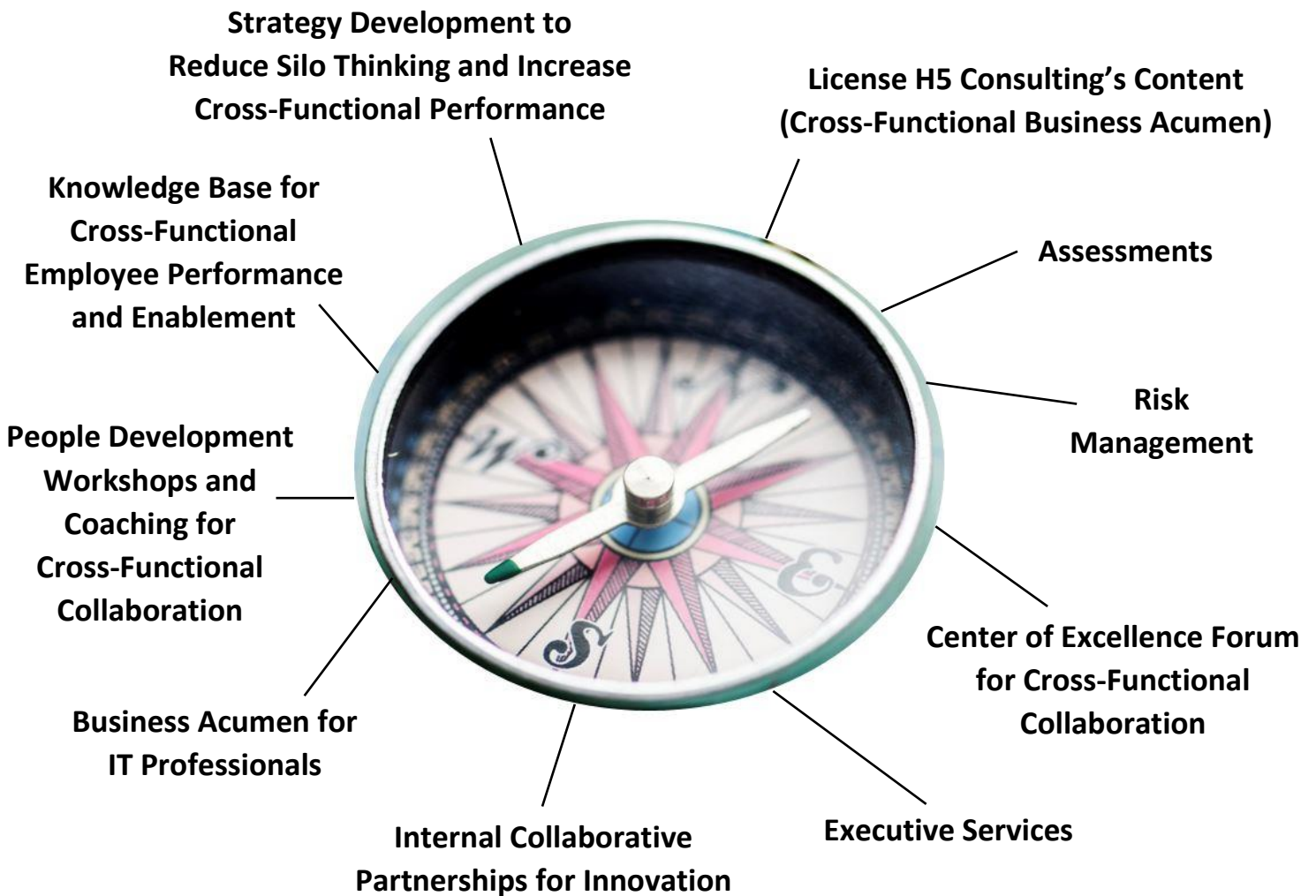
New Projects Gel Fast

Cross-Pollination

We Can

Use H5 Consulting to help you Accelerate Your Digital and Innovation Journey and Success

Ten Components of H5 Consulting's Approach – Transformation Model



Jan. 2020

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How to Reduce Silo Thinking and Increase Cross-Functional Capabilities

Welcome

If you believe or have evidence that silo thinking slows down your digital, collaboration, innovation, and business transformation, then this paper is for you.

This paper describes H5 Consulting's approach (Transformation Model). You will see that we emphasize cross-functional business acumen as an important component to success.

In part one, we provide a short review of silo thinking; this sets the stage and provides some common terminology.

In part two, we briefly describe our innovative approach. It gives you a lot of flexibility; you can use one, two, three or more of our components.

We like what one person has said:

- *“You are using a collaborative approach to increase collaboration.”*

If you have any questions about our services, or if you wish to brainstorm and discuss how our approach can supplement what you are already doing, please let me know.

Thank you for your interest.

Sincerely,

Henry Liebling
Consulting Partner

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Executive Summary

Welcome to “**How to Reduce Silo Thinking and Increase Cross-Functional Capabilities.**”

Our view is that reducing silo thinking is a management imperative in the digital age because cross-functional collaboration is at the heart of transformation. Success with cross-functional projects requires that certain employees make a **mindset shift**.

From I have a silo thinking mindset.
“I know my department or functional area, BUT not yours.”

To I have a cross-functional collaborative mindset.
“I know my department AND I understand your department.”

H5 Consulting’s flexible solution is designed to help clients reduce silo thinking and be successful with their cross-functional collaboration. We help organizations and people make the shift **from** silo thinking mindset **to** cross-functional collaboration mindset.

ROI - there are significant payoffs when you reduce silo thinking.

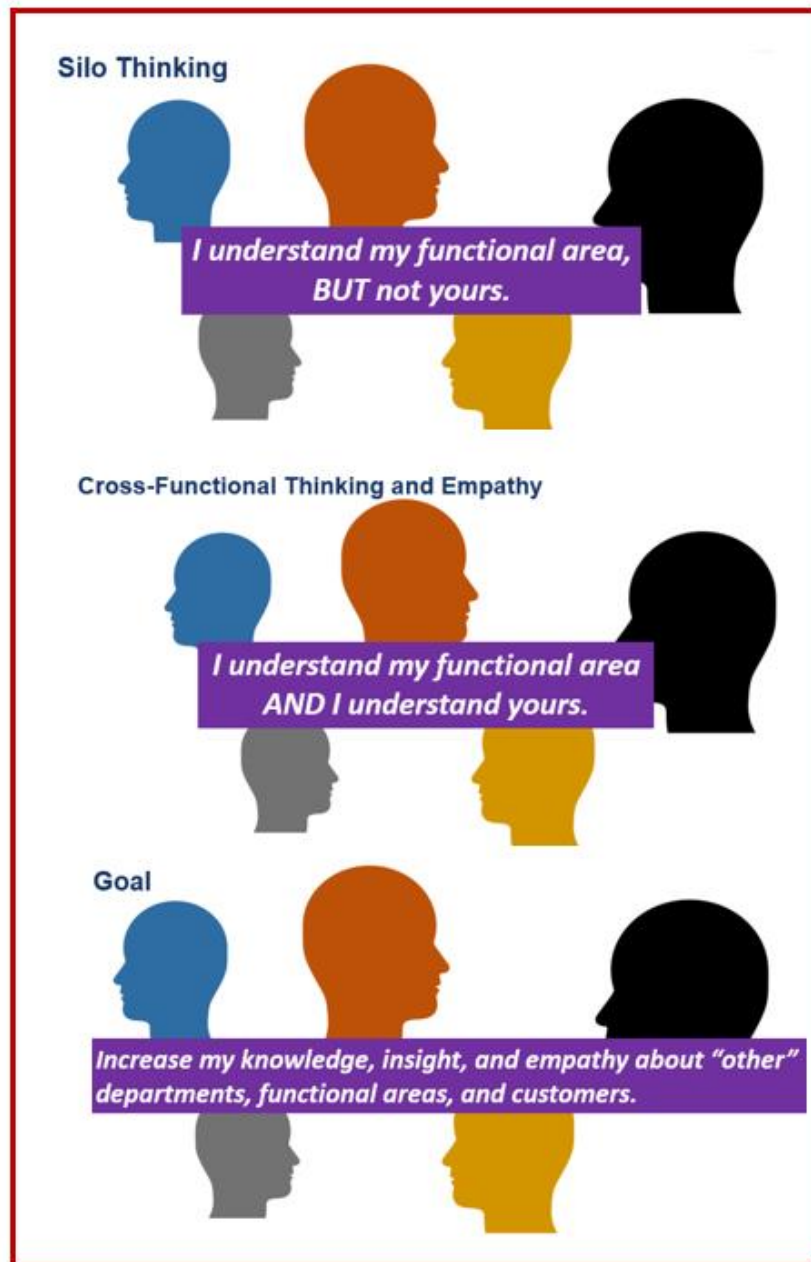
- **Expense.** Reduce project risks, costly rework, and delays caused by silo thinking.
- **Revenue.** Bring products and services to market faster (because there are fewer delays caused by silo thinking).

Typically, when we use cross-functional collaboration to create change and innovation, we encounter these two facts:

- One, our experienced professionals have advanced and technical degrees, certifications, and technical, managerial, and organizational skills, and more.
- Two, as soon as many professionals begin cross-functional, cross-discipline, and customer-facing collaboration, there are new obstacles to overcome.

Prepare for Success

Become great at cross-functional collaboration !



As you know, success in the digital age means being proactive and responsive to changing customer expectations, customer engagement, innovation, digital transformation, collaborating and partnering, disruptions, new business models, new market entrants, emerging technology, agile, lean, and new ways of working.

Client Experience and Results

Our curriculum and process is an evolution from learning programs we developed or co-developed for AT&T, IBM, Nokia, and Monster Worldwide.

We have strong experience in managing cross-functional teams (US and globally) and business process management (including new product development), and performance-based training (on such topics as collaboration, sales training, and disruptive technologies).

Results

For one client, a vice president said this: “***We realized immediate results ... You can’t ask for more than that.***”

Participant Feedback

What was the most important aspect of the workshop?

- ✓ *“Making me think differently.”*
- ✓ *“Learning more about the different departments of a company.”*
- ✓ *“Incorporating language and jargon to better relate and to increase my credibility.”*
- ✓ *“Starting to see things from the customers viewpoint.”*
- ✓ *“...different people in a company care about different things.”*

Thank you for your interest.

If we can help you in any way, please let me know.

Henry Liebling
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Part One: A Short Review of Silo Thinking



Key Terms

Let's first review several key terms.

Silo thinking is thinking mostly about one's own department and functional area.

The person usually has **weak business acumen about other departments**.

For example, the person works mostly from his or her point of view (POV) and department's POV.

We use the term "cross-functional business acumen" to mean that we have business knowledge about "other" departments."

Cross-Functional Collaborative Mindset (Cross-Functional Business Acumen)

When we have a cross-functional collaborative mindset, when we have strong cross-functional business acumen, we have empathy about *other* departments and functional areas. In addition to being able to speak the language of the *other* departments, we can also have knowledge and insights about how the *other* departments work and what is important to them.

Empathy

Empathy is about seeing things from another person's point of view (POV).

Customer empathy is seeing things from the POV of the:

- paying customer,
- lost customer,
- not yet acquired customer, or
- internal customer.

Cost of Silo Thinking

What are the costs of silo thinking? What are the costs when project team members have weak business acumen of “other departments”?

What is your personal or organization’s experience with silo thinking and project risk, especially with cross-functional teams?

This list of costs is based on our project experience and research.

Project risk

- The project is at high or medium risk because of silo thinking.

Expense increase

- Project rework and delays, the project burn rate gets extended

Delay in realizing project benefits

- Revenue, customer retention, productivity, cost-reduction, and reputation

Underestimate project complexity

- The project scope is off significantly

Miscommunications and not understanding, missed opportunities

- Team members have difficulty with “*other*” departments – jargon, terminology, customers (paying customers and internal customers), goals, performance measurement, how people work, emerging workplace technology and processes, and more

People

- Low confidence in each other and team member “friction” and stress.
- In worst-case scenarios, bad attitudes between people.

Silo Thinking Obstacles in the Digital Age

H5 Consulting’s point of view is this:

“Silo Thinking Obstacles in the Digital Age

include that too many professionals have weak business acumen knowledge and empathy about ‘other’ departments, functional areas, disciplines, and customers.”

Daniel C. Hunt and Henry E. Liebling

Benefits of Reducing Silo Thinking and Increasing Cross-Functional Business Acumen

When professionals have a cross-functional collaborative mindset along with strong business acumen about *other* departments, you can expect more of these behaviors and mental outlook.

- Improved cross-functional / cross-department collaboration. Reduced organization fragmentation.
- New groups and teams gel faster.
- Professionals earn higher respect from business leaders (in *other* departments).
- Increased empathy for other points of view.
- Faster response when the solution requires cross-functional collaboration.
- Increased understanding of other departments: their terminology, what is important to them, changes impacting their operation, how they are measured, and so forth.
- Less friction and stress among group and team members.
- More confidence in each other.

Cross-Functional Teams

Here is a powerful quote about cross-functional teams.

“The best cross-functional teams I’ve observed are those where you can’t tell who is in IT and who is in the business.”

*Dr. Behnam Tabrizi, Consulting Professor at Stanford University’s Department of Management Science and Engineering and Managing Director, Rapid Transformation, LLC
Used by permission*

Let us now turn to Part Two and learn about

H5 Consulting’s approach to helping you reduce silo thinking and increase cross-functional capabilities.

Part Two: H5 Consulting's Collaborative Approach to Reducing Silo Thinking and Increasing Cross-Functional Performance

Purpose

- Introduce you to our point of view and the actions you can take to reduce silo thinking and increase cross-functional performance.

Our workshops, content, and consulting are people and bottom-line oriented.

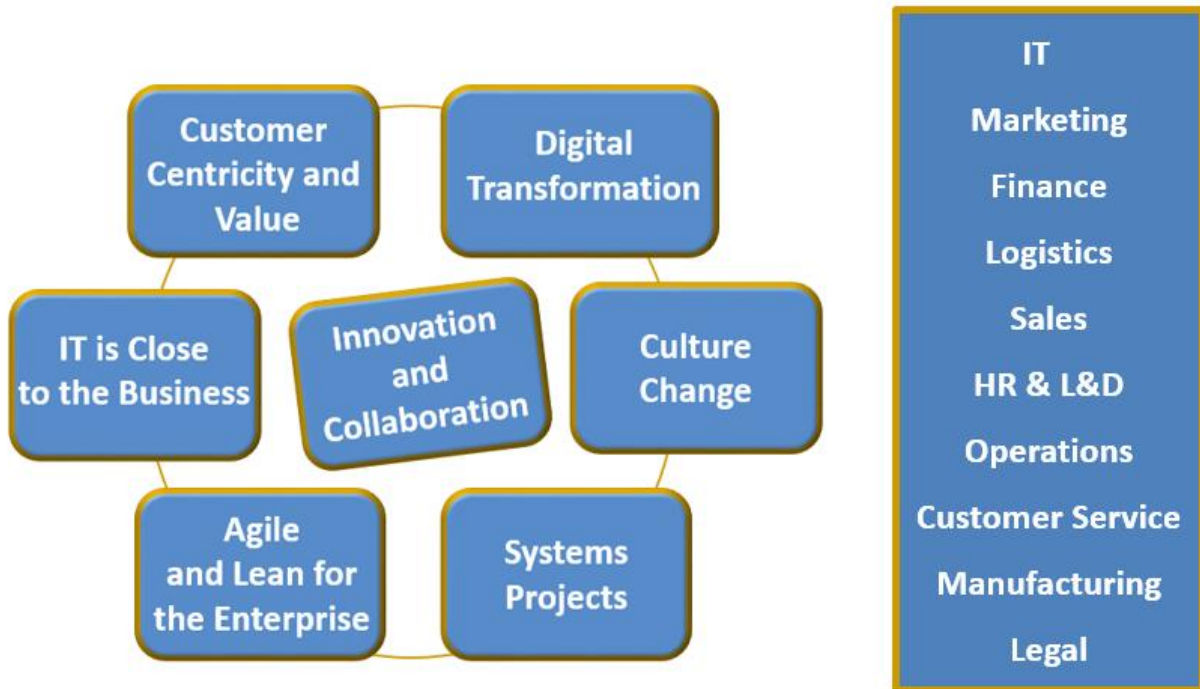
You have flexibility. You can use our approach for just one, two, or three specific objectives or you may want to use our approach for many objectives.

Organizations can license the Cross-Functional Business Acumen content.

You will see that we have organized each solution or service, with a number. These numbers do not reflect any priority.

Relevant to Your Goals and Initiatives

H5 Consulting's approach supports many initiatives and departments.



We help you overcome these obstacles:

1. Silo thinking.

Professionals think mostly about their own department and functional area.

2. Weak “cross-functional” business acumen.

Cross-functional team members often have a strong understanding of the functional area and department in which they work, but they usually have weak business knowledge and understanding about “*other* departments.”

3. IT professionals who too often do not speak in business terms.

When IT professionals participate in the business acumen training, they are better communicators and problem-solvers.

4. Gaps between business departments and functions.

Closing the gaps will help make the organization more agile, especially when innovation, problem solving, and solutions are cross-functional.

1

Strategy Development Framework to Reduce Silo Thinking

Purpose

- Develop a strategic plan, roadmap, or framework that focuses on reducing silo thinking and increasing cross-functional collaboration.

H5 Consulting recommends having a strategy development process that leads to your having a strategic plan, roadmap, or framework. We can assist you to create a new plan or update an existing one.

What to Consider

Here are several things to consider when developing your strategic plan, roadmap, or framework.

One, make an initial decision on scope. For example, do you want to create an initial “working document” in a short amount of calendar time? Or, do you want something more comprehensive?

Two, involvement.

Involve stakeholders (representing different levels in the organization) for their ideas and support.

Involve a diverse population of employees who will have ideas and insights. This should include employees (who have participated on successful as well as not successful cross-functional project teams), project managers, agile coaches, talent development professionals, culture change managers, diversity professionals, and so forth.

Three, start with a “lite” version. Develop a first iteration of a strategic plan, roadmap, or framework. Consider using your company’s strategic planning processes, practices, and terminology. On the other hand, do you want to develop a comprehensive plan?

Four, cost of silo thinking. Conduct research and build your own “cost of silo thinking model” using an internal collaboration of finance, project managers, project team members, and stakeholders. Note: This could be a separate project or be part of this one. We have some charts that can help you get started.

2

H5 Consulting's Licensable Content

Purpose

- Enable end companies to use H5 Consulting's content. (A client can use the content as is or modify it.)

End companies can license H5 Consulting's cross-functional business acumen content. The content is already written and curated.

H5 Consulting's Content

- H5 Consulting has more than 1000 pages and slides in modular format.
- Workshop materials include content for: Information Technology, Marketing, Sales, Finance, Logistics/Distribution, Talent Development (Learning and Development), Human Resources, Operations, Customer Service, Contact/Call Centers, Manufacturing, and Legal.
- There is content on:
 - Customers
 - Soft Skills
 - Digital Transformation, Innovation, Agile, and Trends and Technology
 - Business Basics
- Content includes detailed instructional designs and participant materials. The workshops are highly engaging, with interactive / immersive discussions and activities. So far, we have five pre-built workshops.
 - Two Day Workshop for several departments and business functional areas
 - One Day Workshop for several departments and business functional areas
 - One Day Business Acumen Workshop for IT Professionals
 - One Day Workshop for a Mixed Departments
 - Three Day Workshop for Transformation Professionals
- Content includes several assessments.
- Content includes quotes – from over 50 recognized industry sources (business and IT executives, authors, digital transformation consultants, and professionals) who are experts on customer empathy, customer journey, innovation, collaboration, agile, critical thinking, and organizational change.

3

Knowledge Base for Cross-Functional Employee Performance and Enablement

Purpose

- For people who work on cross-functional collaboration, make it easy and efficient for them to get what they need. Help drive performance and results.

End companies can license H5 Consulting's cross-functional business acumen content. The content is already written and curated; currently there are over 1000 pages and slides. (Please see page 14.)

Employees will be able to **easily** and **quickly** find relevant information on your company's intranet. This will help them achieve their performance and project goals. They will be able to locate and use information in different formats, e.g. text on the intranet, PDFs, hyperlinks, MP4 videos, and MP3 audios. You can also use the content to develop performance checklists and assessments.

Employee Performance and Enablement – examples of knowledge base users

Cross-Functional Project Team Members and Project Managers

- Prepare for new projects.
- Use during the lifecycle of the project.
- Brush-up on skills and knowledge.

IT Professionals

- Ideal for professionals who collaborate with business leaders and department employees.

Change Leaders, OD Consultants, Performance Support, and Agile Coaches

- Gain information and examples for cross-functional projects.
- Use department-specific examples when coaching the team to communicate with specific departments.

Performance Management for Collaboration

- Obtain content for performance management systems.

Executive Speech Writers, Meeting Planners, and Writers.

- Obtain ideas.

Customer-facing Employees (Sales, Customer Support, Customer Service)

- Get new information, or a refresher, on understanding and communicating with customers.

Human Resources

- **Prepare for cross-functional collaboration and projects.**
- **Collaboration Competency** – obtain information for competency development projects.
- **Leadership Development** – use content for leadership development courses, programs, and coaching.
- **New Hire** – incorporate content for one or two modules so that new hire employees learn about collaboration, empathy, and cross-functional business acumen.
- **Employee Engagement** – obtain examples for workshops and written communications.
- **Diversity Professionals** – use content for empathy and diversity thinking programs.

Instructional Designers and Meeting Designers

- Use content for new courses, classes, and micro learning.
- Obtain ideas for highly interactive training sessions and meetings.

Company Leaders

- See if the knowledge base is sending the correct message and information.

4

Cross-Functional Business Acumen Assessments

Purpose

- Gain insights and data to help make decisions.

We can help you design and implement processes that will involve people and produce data from which you can make decisions. Use assessments for new cross-functional teams that have not yet started, for current teams when you want to check on the team's health, and more.

Here are several examples.

Web-based surveys

- Get input on “what is an effective group or team.”
 - Use our 11-question survey as is or modify it.
- Get input from the business on the non-technical competencies they would like from Information Technology professionals.
 - Use our 35-question survey as is or adapt it to your objectives.
- Get input on learning needs for a new digital transformation project that will include people from Marketing, Information Technology, and Logistics and Distribution. (Or other departments)
 - Use our 30-question survey as is or modify it.

Focus groups

- Gain input from people in a small group setting, in-person or via web and video conferencing. For example, get input from people about a current cross-functional team that is underperforming.

Input from individuals (1:1)

- Gain input from people. (In person, via telephone, or with video conferencing.)

360 surveys

- Gain input from the perspective of different people. For example, get input from these perspectives: customer, project team members, and project manager.

5

People Development Workshops and Coaching for Cross-Functional Collaboration

Purpose

- Prepare people for successful cross-functional collaboration.
- Improve the performance of cross-functional teams.
- Practice application of business acumen and soft skills.

H5 Consulting's Content

- H5 Consulting has more than 1000 pages of modular content, instructional designs, and participant materials. You will find a description of eight workshops on page 20.
- We offer pre-built highly engaging / immersive workshops that address different needs. We clarify learning objectives, pre-work, and post workshop reinforcement before we start. Clients can use these workshops “as is” or modified. Each workshop contains instructional design, participant materials, and the cross-functional business acumen and soft skills content.

So far, we have **five pre-built workshops**.

- Two Day Workshop for several departments and business functional areas
- One Day Workshop for several departments and business functional areas
- One Day Business Acumen Workshop for IT Professionals
- One Day Workshop for Mixed Departments
- Three Day Workshop for Transformation Professionals

For a **new project**, use the workshop as a **Quick Start** at the front-end of the project.

For a **current project** that is stuck, use the workshop to **Stop Underperformance**.

- H5 Consulting (i) offers assessments, (ii) provides workshop facilitation, (iii) co-facilitates with our clients, and (iv) provides coaching to individuals and teams.
- H5 Consulting offers custom learning services and blended learning. This includes Case-Based Learning (using the same platform used by Stanford Graduate School of Business).
- We are ready to assist our clients with *learning and performance reinforcement*, including: large audience collaborative learning events, blended learning, pre-workshop assignments, scripts for videos, self-assessments, 360 assessments, post-workshop follow-up, collaboration tools, leveraging your organization's talent and already-existing content, and coaching checklists.

Workshop Topics*

- Customer empathy (for paying customers and internal customers)
- Business acumen knowledge and insights about departments and functional areas
 - Terminology
 - Department Activities and Functions
 - How Performance is Measured
 - Emerging Workplace Trends
 - And more
- Emerging paying customer trends
- Soft skills: communication skills, critical thinking, collaboration, and “know thyself”
- Digital transformation, innovation, and agile
- Business Basics
- Internal customer service
- Quotes from recognized industry sources

During the workshops, participants:

- Build new relationships, interact with other participants, and complete exercises. (This is not an information dump type of workshop.)
- Practice the application of actionable knowledge and soft skills.
- Learn how to use the knowledge and skills on the job.

*Depends on learning objectives

Cross-Functional Business Acumen Workshops

Length: ½ day, 1 day, 2 days, 3 days, and learning and behavior reinforcement over time

Cross-Functional Business Acumen in the Digital Age

■ New Cross-Functional / Cross-Departmental projects*

Purpose: Quick Start at the front-end of a new project.

Prepare professionals for cross-functional and customer collaboration. Reduce the time it takes for the group or team to gel. Increase cross-functional knowledge and empathy right from the start. Improve project efficiency and effectiveness. Do not let silo thinking be the cause of missing deadlines.

■ Existing Cross-Functional / Cross-Departmental projects*

Purpose: Stop underperformance of a project that is

stuck and at risk. Get the project team on track or back on track. Overcome wheel spinning and problems caused by silo thinking and weak empathy and knowledge of each other's departments and functional areas.

■ IT Professional Development, Agile Team Members, Project Managers, and Agile Coaches*

Purpose: Improve reputation, communications, and

performance. Prepare IT professionals to perform with business acumen and soft skills when meeting with, collaborating with, and providing services to business leaders, departments, and functional areas. The workshops may also be relevant to technical project managers if they interface with the business.

- 360 Assessment for high potential IT professionals

■ Change Management, OD, HR, and Training Professionals

Purpose: Improve performance for “digital age” projects.

Prepare professionals who are in specialized roles of change management, organizational development, group facilitation, talent recruitment, new hire onboarding, and instructional design and delivery. Equip them with business acumen knowledge and emerging workplace and paying customer trends.

■ Enterprise Talent Sharing for Transformation*

Purpose: Increase relationship building and increase the number of “change-oriented” professionals who can help plan and execute cross-functional projects.

Participants are from Customer Experience, Leadership Development, Change Management, Governance, Agile, Lean, Finance, Six Sigma, Quality, Employee Engagement, Learning and Development, Organizational Development, Professional Facilitators, Culture Change, Project Management, Diversity, Performance Coaching, Business Process Management, Social Media, New Hire Programs, and so forth

■ A Specific Department

Purpose: Increase business acumen of “other”

departments. Professionals attend with professionals from their own department.

■ Multiple Departments (2 or more departments)*

Purpose: Increase business acumen of “other”

departments. Open up communications, relationship-building, and business knowledge between departments. Professionals attend with professionals from other departments.

■ Customer-facing Employees (Sales, Service, Technical Support)

Purpose: Improve the performance of . . . salespeople, customer service agents, and technical support by equipping them with business acumen knowledge. Prepare people to have business conversations with customers.

***This workshop is pre-built and can be used as is or modified.**

6

Risk Management for Current and Upcoming Projects

Purpose

- Prevent silo thinking and weak business acumen from limiting the potential of your cross-functional teams and projects.
- Assess current and future cross-functional projects. Are any projects at-risk of delay, cost overruns, or failure because of silo thinking and weak business acumen?
- Coordinate and/or provide interventions that will reduce the risk(s).

Risk Management is relevant to: project funders, enterprise program management office (EPMO), investment review board, project managers, chief financial officers, and business executives.

Indicators of Potential Problems

Be mindful of these situations and behaviors:

Knowledge Gaps

- Professionals in one department have a considerable gap in knowledge about how other departments work. Little empathy of other departments. A lot of repeat explaining.

Not understanding requirements

- When a new task is completed, it misses the mark and has to be reworked.

Past History

- Emotional baggage between the people and departments/functional areas interfere in communications and decision-making.

Communications and Listening

- People nod their head in agreement. However, they do not understand what has been said.
- Active listening skills are seldom used.

Engagement

- Engagement is inconsistent which is harmful to the team. Some people withdraw from engagement and some people hog the meeting.

Critical Thinking

- There is not enough critical thinking. People make decisions on assumptions, not facts. People do not take the time to gather and analyze input and data.

Reduce Your Project Risk Chart

Instructions:

1. List your current (or upcoming) cross-functional projects or enterprise goals.
2. Identify the risk level (high, medium, or low) of these projects and goals because of silo thinking and weak “cross-functional” business acumen.

This example is partially filled out.

Enterprise Cross-Functional Project Portfolio Risk Chart (risk because of silo thinking and weak cross-functional business acumen)			
	High Risk	Medium Risk	Low Risk
Digital Transformation			
Project #1			Yes
Project #2	Yes		
Project #3			
Customer Centricity / Customer Experience			
Project #1		Yes	
Project #2	Yes		
Project #3			
Innovation			
Project #1		Yes	
Project #2	Yes		
Project #3			
Product Development			
Project #1			Yes
Project #2			
IT Projects			
Project #1			
Project #2			
Enterprise Collaboration Culture			
Project #1			
Project #2			
Enterprise Agile			
Project #1		Yes	
Enterprise Lean			
Project #1			Yes

Interventions

After you assess risk of the Cross-Functional Project Portfolio, make decisions on what interventions are needed.

Examples

A decision is made to:

- Jump start a new critical cross-functional project.
- Overcome problems of a current cross-functional project that is at risk.
- Overcome the perception that IT professionals are not business-minded.
- Accelerate progress of making the enterprise more collaborative.

Here are two recommendations:

Option One

- H5 Consulting's Cross-Functional Business Acumen workshops
 - Half-day, one day, two day, or three days

Option Two

- Use a performance coach, for:
 - the entire team
 - a subset of entire team
 - one-to-one coaching

7

Business Acumen for IT Professionals

Purpose

- Improve the reputation and performance of IT professionals when they meet with line of business executives and managers.
- Increase business knowledge of *other* departments.
- Increase empathy and communication skills.

H5 Consulting has a pre-built workshop that addresses the following learning objectives.

Learning Objectives and Workshop Outcomes

These learning objectives are subject to change; depending learning priorities and time frame.

At the conclusion of the workshop, the participants are able to:

- Understand and discuss terminology, jargon, acronyms, and job titles of *other* departments.
- Find information at designated professional websites.
- Describe and discuss *other* departments from the perspectives of:
 - Customers, Functions, Responsibilities, and Department Activities
 - Trends, Technology, Disruptions, and Emerging Workplace Opportunities
 - Current and upcoming initiatives
 - How performance is measured
- Analyze provided examples and practice skills related to:
 - Critical Thinking and Customer Empathy
 - Labeling (and Stereotyping)
 - Communications (as “sender” and “receiver”)
 - Past Experiences (good, bad, and “emotional baggage”)
- Write a plan to prepare for a meeting with a line of business department (using a provided business scenario).
- Practice skills.
- Apply the knowledge and skills on the job.

8

Center of Excellence (CoE) Forum for Cross-Functional Collaboration

Purpose

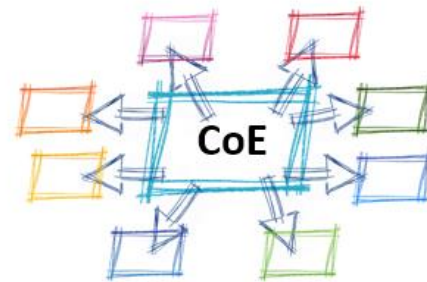
- Foster cross-functional communication, coordination, and collaboration, all aimed at building and sustaining your company's collaboration culture.
- Design and implement new cross-functional processes.
- Improve productivity and effectiveness with "collaboration tools."

These two diagrams depict a Center of Excellence Forum for Cross-Functional Collaboration.



A forum where people:

- Share and Discuss
- Collaborate and Innovate
- Create Best Practices



A forum that:

- Distributes information and tools to departments, project managers, and executives.

H5 Consulting can assist you to plan, organize, and implement a Center of Excellence Forum for Cross-Functional Collaboration.

Goals for Center of Excellence (CoE) Forum for Cross-Functional Collaboration

- Reduce silo thinking.
- Increase the sharing of talent across departments and functional areas, in order to increase collaboration and to accelerate transformation goals.
- Work towards this goal: Collaboration becomes an enterprise capability and competitive advantage.
- Define, communicate, and train on collaborative behaviors and competencies.
- Use an easy to use cross-functional knowledge base for employee enablement.

- Use collaboration practices to build collaboration.
- Build and sustain your collaboration culture.
- Be Innovative in approach
- Increase employee engagement
- Share success stories about being more collaborative
- Agree on metrics and determine measurement processes.

What to Work on

Here are a few ideas on what you can work on.

Continuous messaging that reinforces collaboration

- Short videos are created and made available to employees.
- Speeches and presentations are created and used by managers and leaders across the enterprise.

Collaboration tools

- Identify what tools are being underused and design and implement interventions to change that.

Collaboration competencies

- Discuss and reach agreement on “collaboration competencies.”
- Incorporate the “collaboration competencies” into human resources management processes and leadership development.

Continuous learning and reinforcement

- Agree on a strategy for educating, training, and coaching for multiple positions.
- Conduct training needs assessments.
- Agree on “what” to incorporate for Leadership Development.

Employee engagement

- Stage highly engaging collaborative learning events.
- Highly engaging large audience learning events.
- Brainstorm on how to engage employees to increase collaboration.

Internal customers

- Twice-a-year, departments meet with their internal customers to learn about future needs.

9

Internal Collaborative Partnerships for Innovation

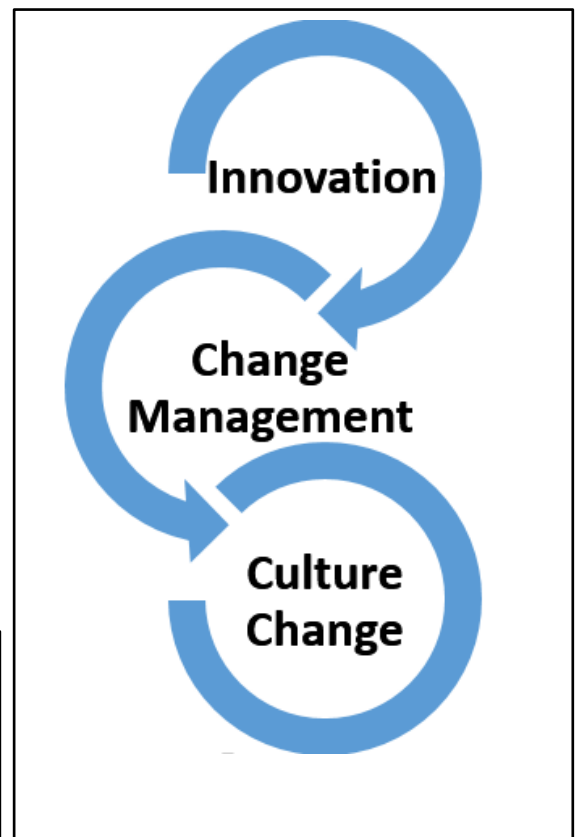
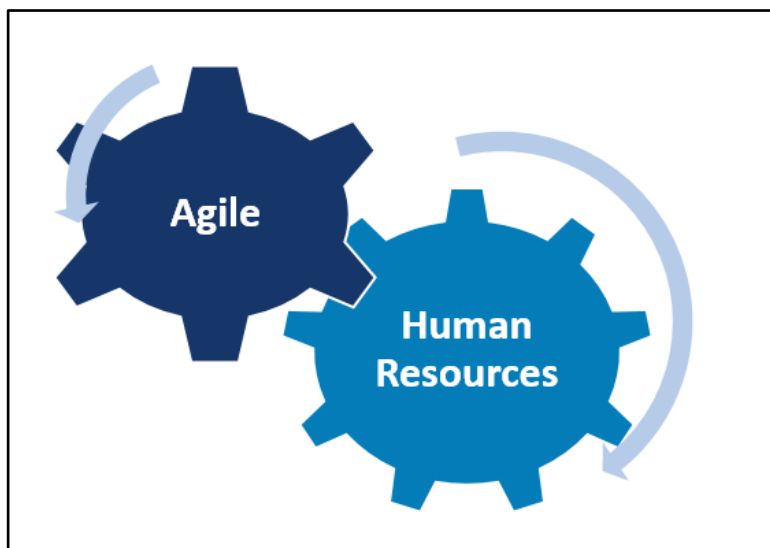
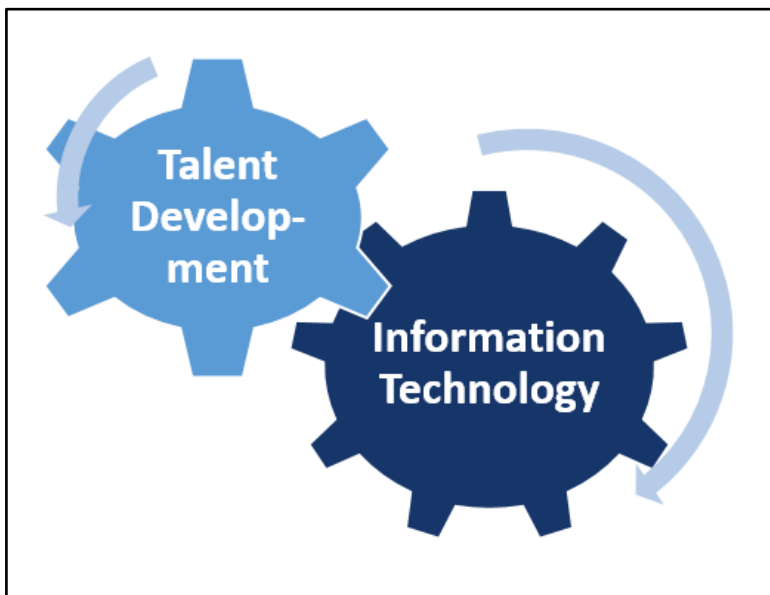
Purpose

- Use internal collaborative partnerships to increase innovation.

We encourage proactive actions that foster internal collaborative partnerships.

H5 Consulting can assist you to plan, organize, and implement these collaborative partnerships.

Here are a few ideas:



More Internal Collaborations

- Customer Experience and Finance
- Digital Transformation and Organizational Development

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Executive Services

Purpose

- Executives support behavior and culture change to reduce thinking and increase cross-functional collaboration.

Here are a few ideas.

Large audience collaborative events

- We design events that are highly interactive and engaging. Executives and sponsors facilitate these events. (We can also co-facilitate.)

Short collaborative exercises during a meeting

- We design short exercises that provide reinforcement on reducing silo thinking and increasing cross-functional collaboration. These are used by executives and department managers.

Scripts for videos and employee communications

- We write and co-write scripts for videos and employee communications that provide reinforcement to H5 Consulting's content.

Reports, research, and business writing

- We provide report writing, research, and business writing services.
- We have experience in writing award submission documents. (In one situation, we wrote an award submission on behalf of IBM Software Group to the Information Technology Services Marketing Association. The project won the GOLD Award.)

THANK YOU
for your interest.

If you need assistance in reducing silo thinking, please contact us.

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