

CONSISTENCY: COORDINATION/INTEGRATION

Are we able to work effectively across organizational boundaries (functions, locations, levels, etc.)?

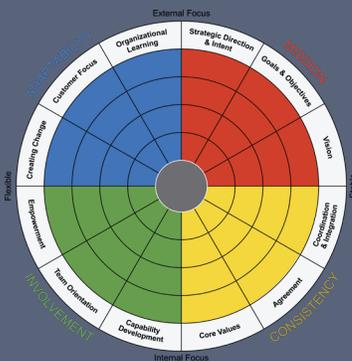
The ability to break down silos so that different functions, locations, and levels work together to achieve common goals is paramount to an organization's success. Organizational boundaries can help define work processes and accountabilities but should not be a barrier to getting work done. Effective coordination & integration drives operating efficiencies and quality outputs.

Is there awareness and alignment of goals across teams and levels?

While every organization has teams with distinct functions and priorities, there must also be clear expectations for how groups serve each other's needs. It is important to reduce the risk of competing or conflicting activities and self-serving behaviors. At Denison consulting we provide insight about the existence and pervasiveness of silo thinking and help develop practical solutions based on goal alignment and big-picture decision making.

To support you, we offer a range of solutions for improving your organization's ability to implement cross-functional processes:

- Mechanisms are created for cross-boundary information sharing and input from individuals, teams, and departments. Alignment sessions are scheduled/implemented to clarify expectations and include regular feedback and governance
- Ensure alignment of goals across functional boundaries or the creation of common goals that require coordinated action
- Leadership assesses, identifies, and addresses sources of coordination/integration barriers at all levels
- Individuals and teams are held accountable for creating mechanisms for coordination, shared learning and synergy of skills
- Cross-functional information sharing processes are implemented for broader awareness and potential input from colleagues



Think Systemically:

When considering work in the area of Coordination & Integration it is important to know who the key stakeholders are that you need to coordinate with.

It is also important to look closely at other areas of the Denison Model.

For example, do we understand the bigger picture (Vision and Strategic Direction) so we see how our work serves the greater good?

Is Customer Focus at risk due to poor coordination?

Do we have common goals across functions that serve to align our efforts?