

Four dynamics for effective organisation

Rituals and practices that help teams to stay focused, productive, and aligned



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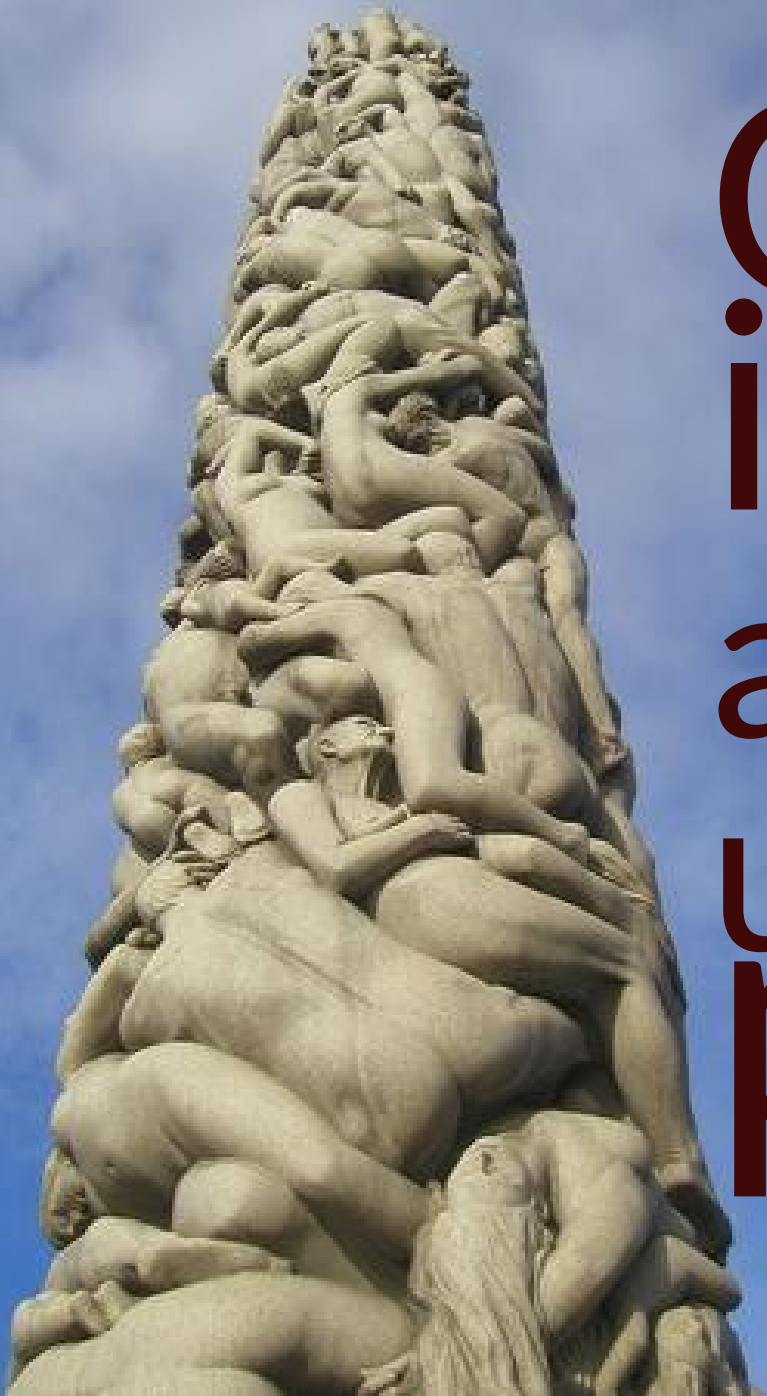
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IT'S ALL ABOUT
THE PEOPLE



Organ-
isations
are made
up of
people



Sometimes
it isn't
comfortable

Have you seen any of these dynamics?

Turf warfare -> explosion



Functional teams know who the enemy is – THE OTHER TEAMS. Eventually the organisation will tear itself apart.

Everyone does everything



It's like 'schoolyard football' – wherever the ball is, there are 22 players there. Everyone is in everyone else's business, or are they? Nobody knows.

Every person for themselves!



Like desperate passengers leaving a sinking ship, everyone is simply doing their thing regardless of anyone else – or what might be needed.

Total groupthink



Welcome to the Borg. You will soon be absorbed and be part of us. We are the same. We are unified. We are completely undifferentiated.

Or just this?

Flat, boring – no productivity, no life





The four dynamics

**THERE IS A DEEP UNDERLYING
PATTERN OF SUCCESS**

Segment



Divide people into groups based on skills, interests, background to develop diverse specialised capabilities.

Blend



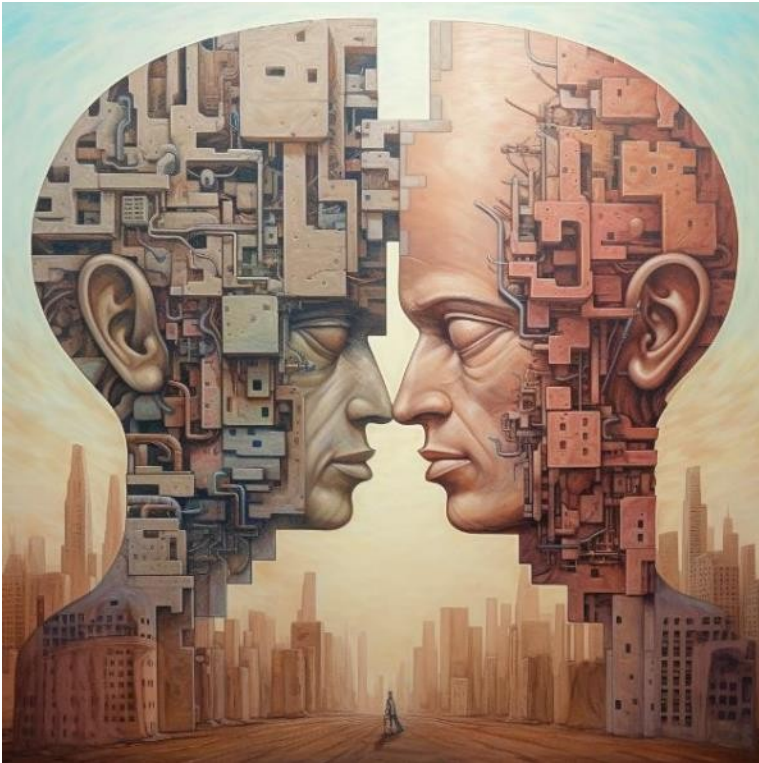
Come together to break bread. Share knowledge, learning and experiences. Understand commonalities and overlaps.

Empower



Empower each person to use their unique skills and perspectives and develop their unique talents and abilities.

Harmonise



Bring everyone together to work towards a common goal, unifying and aligning efforts around a shared mission and purpose.

You need a zestful balance of these dynamics

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Harmonise



Bring everyone together to work towards a common goal, unifying and aligning efforts around a shared mission and purpose.

If one of these dominates...

Segment



Turf warfare



Blend



Everyone does everything



Empower



Save yourself!



Harmonise



Total group think



And it's the same when either one is weak – it's all in the BALANCE

So, once you know we need these four in balance...

Segment



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Blend



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Empower



Empower each person to use their unique skills and perspectives and develop their unique talents and abilities.

Harmonise



Bring everyone together to work towards a common goal, unifying and aligning efforts around a shared mission and purpose.

You can do a lot with that! But first... what's it's not, and human needs



6. RITUALS AND PRACTICES

To **segment** for specialisation and expertise...

- Silos (teams, departments, projects) – NB grouping can be expertise or purpose-based
- Expertise directories
- Skills development
- Team or departmental meetings
- Mentorship, communities of practice
- Professions / Tribes
- Recognition in specialist categories
- Specialism-based feedback
- Acknowledgement of the needs of one group
- Carrying out tasks mandated by one specialist group
- The imposition of the needs of one group on another



At heart, allocation of responsibilities: (dis)empowerment

To **blend** for shared learning and working together...

- Cross-functional teams (but...)
- Hackathons, special short-term projects
- Lunch and learns / brown bag lunches
- Whole-organisation development
- Town Halls
- Team-based feedback
- Marketplaces
- Knowledge sharing platforms
- Group appreciation
- Cross-functional team building / social activities
- Recognition and reward of cross-specialism support
- The 'how' of whole-organisation strategy



See how much harder this one is? Building community: break bread

To **empower** to enable unique skills and perspectives...

- 360-degree feedback
- Coaching and mentoring
- Employee recognition (as individuals)
- Personal feedback
- Personal appreciation
- Flexible working
- Innovation and experimentation programmes (e.g. 20% of personal time, side hustles)
- Personal Development Plans and training programmes
- Good management and delegation, with clear boundaries and discretion



The most advocated – so why are we so bad at it?

To **harmonise** for focus on common goals, purpose...

- Company-wide engagement
- Strategy work on the 'what' and 'why'
- Company vision, mission, and values... but
- Whole-organisation celebrations (can work in each dynamic)
- All-hands meetings
- Rewarding overall contributions
- Community service projects which reflect mission and values
- Symbolism, belonging, identity, story, true rituals (always at work in each dynamic)
- Alignment of individual and team objectives with organisational strategy and priorities, regular tracking and reporting on progress and outcomes



Think carefully about symbolism, and relationship to 'blending' dynamics

Thank you!

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