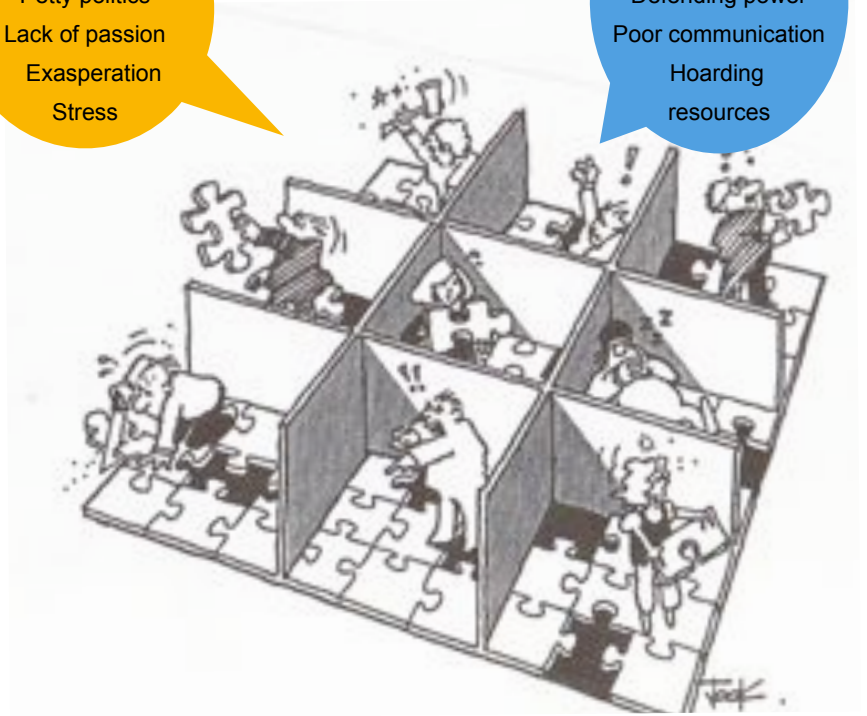# deSILOnisation Program

Anger
Frustration,
Petty politics
Lack of passion
Exasperation
Stress

Waste
Inwards focus
Partial solutions
Defending power
Poor communication
Hoarding resources

Increase connections, collaboration and common direction

The Program when you are sick of silos, separation, slowness and small-thinking

Features

Focus is on relationships and getting people out of silos

Managing across

Modular design provides flexibility

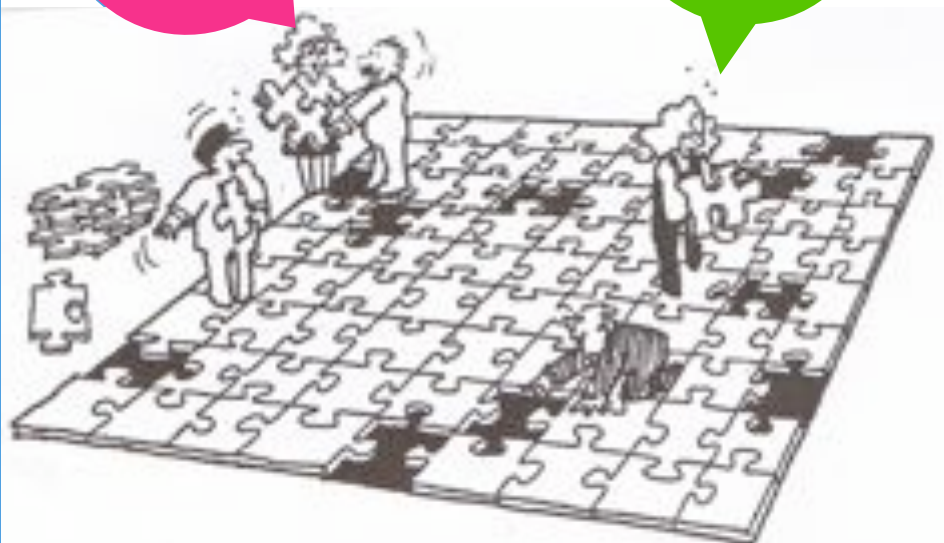Appreciative Inquiry & positive psychology

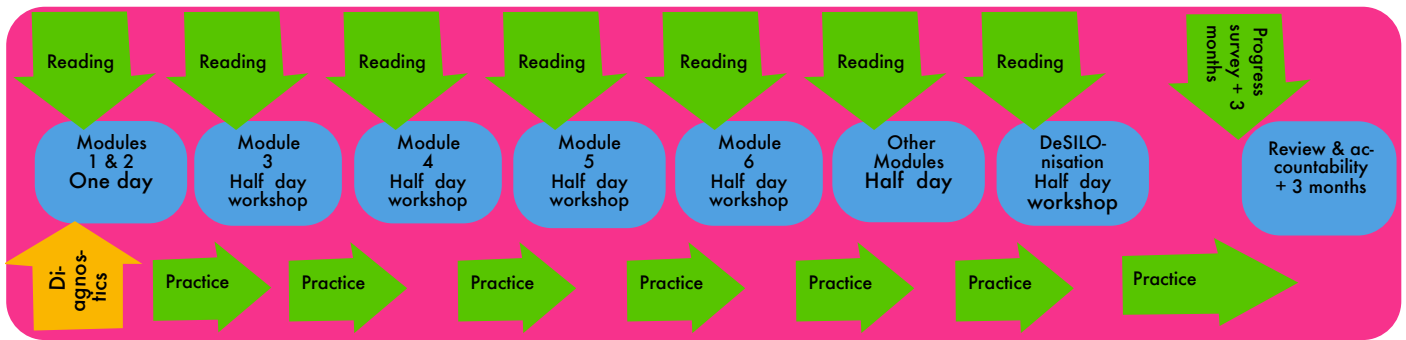Making people big and strong

Peer-to-peer development

Provides time to change thinking & habits

4 months learning for 4 days invest-ment.

Trust
Understanding
Collaboration
Honesty
Energy

Speed
Innovation
Seamless service
Low turnover
People care

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Reading	Reading	Reading	Reading	Reading	Reading	Reading	Progress survey + 3 months
Modules 1 & 2 One day	Module 3 Half day workshop	Module 4 Half day workshop	Module 5 Half day workshop	Module 6 Half day workshop	Other Modules Half day	DeSILOnisation Half day workshop	Review & accountability + 3 months
Diagnostics	Practice	Practice	Practice	Practice	Practice	Practice	Practice

The Program when you are sick of **silos** *s e p a r a t i o n* SLOWNESS and small-thinking

Internal silos

Silos may be the biggest problem facing large organisations today. Whether you call them departmental politics, divisional rivalry or turf warfare, they cause slowness and small-thinking. People focus inward protecting budgets and power structures rather than focussing outward on customers and problem-solving. Silos cause barriers between people who need to work together to be successful.

External silos

Many public organisations can not achieve their outcomes on their own. They can only do it by working together across agencies.

Managing across

Managers are often better at managing up and down the organisation than they are at managing across. This is even more true at the sector level.

Cause of silos

Silos are not a structural issue they are the result of poor thinking. Managers tend to respond to silos by reorganising but this is hardly ever the most important aspect nor the place to start. What we need to do is change thinking.

DeSILOnisation

DeSILOnisation is about building trust and communication, changing thinking and providing tools.

DeSILOnisation addresses the physical, intellectual, emotional and spiritual aspects that keep people separate and distrusting.

It develops the idea, well accepted by science, that we are connected to each other far more deeply and fundamentally than most business people believe.

We focus on the connections between people as much as on the people themselves.

It develops the idea that reciprocity is a fundamental law and relationships are based on giving rather than taking.

DeSILOnisation builds trust, communication and collaboration, both internal and external. Instead of being insular problem solvers, managers start becoming partners in the solution. They act like a 'switch' between all the parties who need to be part of the solution. They bring people together and become managers of information and relationships. It's moving from 'I' to 'we' to 'us.'

Speed, Service, Innovation

With DeSILOnisation you get speed, efficiencies, seamless customer service and innovation.

Speed. With silos everything jams up and slows down. People who don't trust each other rely on rules, procedures and covering their back.

Efficiencies. Within silos many things are duplicated because people don't know what each other are doing or don't trust each other to deliver the results. Often things fall between the silos and nobody does it. Also turnover is high as staff become angry and frustrated by so many barriers to overcome.

Seamless service. When people are not in the same team, there's no way they can deliver seamless customer service. Customers become unhappy and take their business to where people are working collaboratively.

Innovation. Innovation relies on openness and trust. Without the buzz of cross-disciplinary teams and customer contact, ideas die.

Modular design and flexibility

Each Program is designed after careful diagnostics. With 50 modules to choose DeSILOnisation gives great flexibility.

A team explores its innovation

A typical program

The chart on top of page 2 shows the structure of a typical Program of 10 modules. The modules are usually delivered in half-day workshops about two weeks apart.

The whole Program runs for about 4 months but involves only about 4 days of workshop time.

In the periods between modules, participants practice on real issues and do the readings for the next module.

Appreciative Inquiry

The Program draws heavily on appreciative inquiry and positive psychology.

It focuses on strengths and what's working, not weaknesses. What you focus on is what you get more of. As a result, people end up in a totally better space.

Make people BIG

The aim is to make each individual feel strong because big people are prepared to connect and share; while small people try to isolate and hoard.

Peer-to-peer development

Most people don't like being lectured to, or told what to do. People learn best from peers who share the same daily experiences.

The approach we use replaces the one-way flow of information (the pour-and-snore approach).

It is based on storytelling and asking each other questions.

Right from the start participants tell each other stories. For example: 'The person who influenced me most.' As they tell each other stories, connections are made, conversations become more meaningful, and trust is built. Also people learn who knows what.

Readings

Nearly all the content is delivered as readings distributed before the workshops. This means we can use the workshop time in facilitation mode rather than teaching mode.

Over the course of the Program the readings and practical exercises supplied by Virtual Group grow into a highly valuable body of material for future reference.

Time to change habits

One day workshops nearly always disappoint because they don't allow sufficient time for participants to develop trust, understand each other, practice, learn from each other and change lifelong habits and thinking.
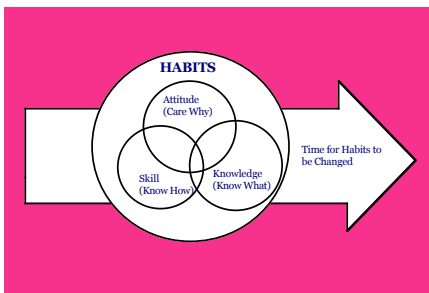
The aim is to create new habits and thinking. This takes about 4 months and is why the Program is held over an extended period.

The Program works at a very deep level. It aims to challenge the mindset of each participant and this takes time.

Measurement of success

DeSILOnisation gets people to agree on the most important characteristics of a relationship and each person is involved in measuring these each month to monitor progress.

Three months after the last module participants return to review their personal progress and to review the Group's progress. This increases accountability and provides for corrective action.

A team explores its networks

Management support

The success of the Program is highly dependent upon senior management support. Forget it unless senior managers want better relationships.
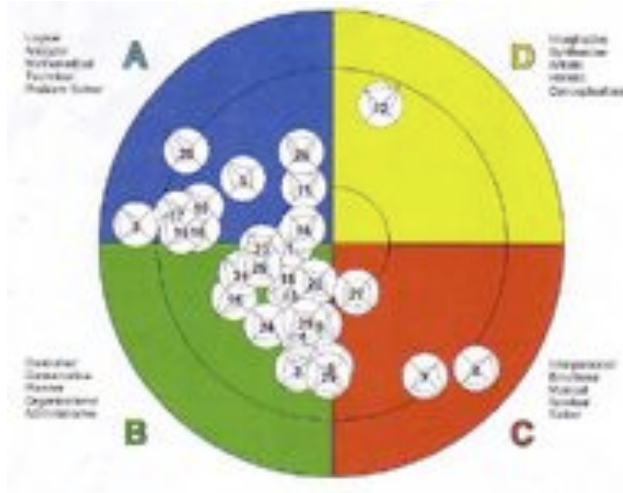

A team explores its trust

DeSILOnisation is moving from 'I' to 'we' to 'us.

The most popular modules are listed on the following pages.

The left-hand column is the front page of the reading. The right-hand column gives a short description of the contents and why it is important.

Understanding Ourselves and Others By Herrmann's Thinking Preferences

Herrmann's Thinking Preferences show that people think in fundamentally different ways and need to be dealt with differently.

Content includes
Understanding your strengths and playing to them
Understanding others, their needs and frustrations
How to communicate more effectively
How to use peoples' strengths.
Why this is important
People are different. Treat them the same and you will get luke-warm results. Treat them special and you'll get magic!

For good collaboration everyone needs to agree on strategic priorities

Strategic Thinking

Early during DeSILOnisation it's important to agree why we need to collaborate, how we can be stronger by working together with a common vision and direction.

Content includes
This module is structured so that the team emerges with an agreed strategic direction and a first draft action plan for achieving it.

Why this is important
Often it is impossible to achieve outcomes on our own, to do this, they must work together. But before we can work together we need a common vision.

For good collaboration everyone needs to understand that collaboration is a stronger force than competition

Cooperation, Collaboration & Connections

It's the space in between people that makes the most difference. Instead of seeing emptiness see emotions, vibrations, energy, trust, and communication.

Content includes

Understanding the golden rules of relationships
Developing a more connected attitude
Developing a Relationship Plan.
Why this is important
Cooperation is replacing competition and relationships are replacing hierarchy as the dominant organising principles. Your success depends on working this way.

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The Importance of Trust
& How to Become a Trusted Advisor

Without trust you get silos, slowness and internal competition between people.

Content includes
Understanding the components of trust
Attributes of trusted advisors
What customers want in customer service
The seven laws of a trusted advisor
Smart Room. A game to encourage conversations with more connection, depth and meaning.
Why this is important
Everyone is an advisor to someone. Building trust and knowing how to advise is a critical skill for collaboration.

Collaboration know that if they see people as trustworthy they will seldom be let down

Networks

Strong networks are vital to your success but until recently chances are they have been hit and miss.

Content includes
The golden rules of networking
The laws of Small worlds and Weak ties, Metcalfe's law, the law of Connectors & the law of Proximity
Systematising your networks
Your plan for stronger networks.

Why this is important
In the last 10 years a whole new science of networks has been developed. Most people do not know about this and therefore miss out on a powerful new way of working.

Systems Thinking in Business

Systems Thinking eliminates silos and small-thinking. It lets you see the connections and the real problems.

Content includes
Systems thinking techniques
Tools to see connections
Eight laws of living systems
Emergence and the sweet spot for doing business.

Why this is important

Systems Thinking gives a more strategic and connected way of looking at your issues.

Only by taking a systems view and seeing the connections can we avoid the dangers of silo mentality and organisational myopia.

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Colour Your People and get Magic

Herrmann shows that people on this planet come in four colours. 25% of people are in each colour. Each colour needs to be handled in a totally different way.

Content includes
How to achieve magic by matching the colour of your approach to the colour of your people and PALs (Partnerships, Alliances and Linkages).

Why this is important
Collaborators and team players know that people are different from each other. If you treat everyone the same you will satisfy about a quarter of them and turnoff three-quarters.

Relationships only work when everyone is treated the way they like to be treated, not the way you want to be treated.
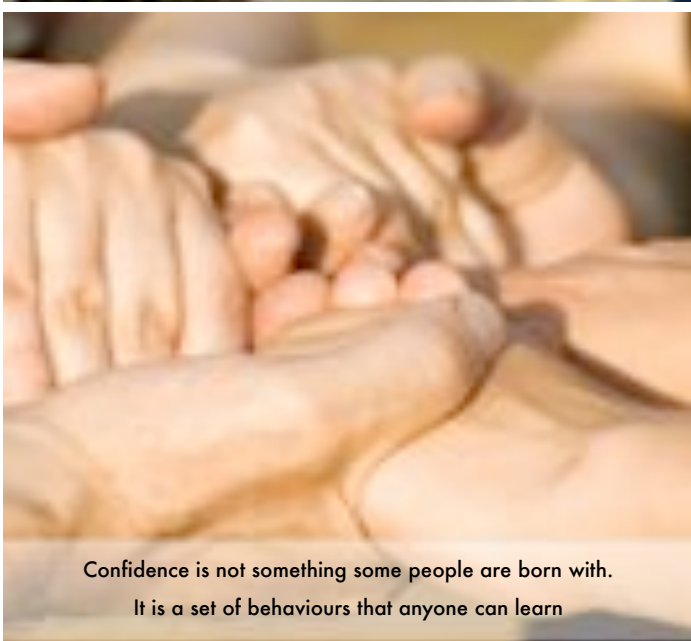
The Power of Questions

Questions open up relationships, yet few people are good at asking them.

Content includes
Discovering your preferred questioning response
Practicing the use of asking powerful questions
Understanding how to learn from your peers at a far deeper level.

Why this is important
Managers waste valuable time solving symptoms because they have not asked the questions to find the real problem. This is one of the 20 "breakthrough ideas" in 2006 according to the Harvard Business Review.

People skilled at relationships know that questions, not answers are the key to their success.

Confidence, Influence, Personal Power

To work across organisations and sectors requires confidence, influence and personal power rather than authority.

Content includes
Learning confident behaviours
Understanding the power of words
Developing your Confidence Plan
Measuring your Personal Power.

Why this is important
All humans have a need for confidence. We are attracted to it without even knowing why. When confidence is like a magnet we call it personal power.

Confidence is not something some people are born with.
It is a set of behaviours that anyone can learn
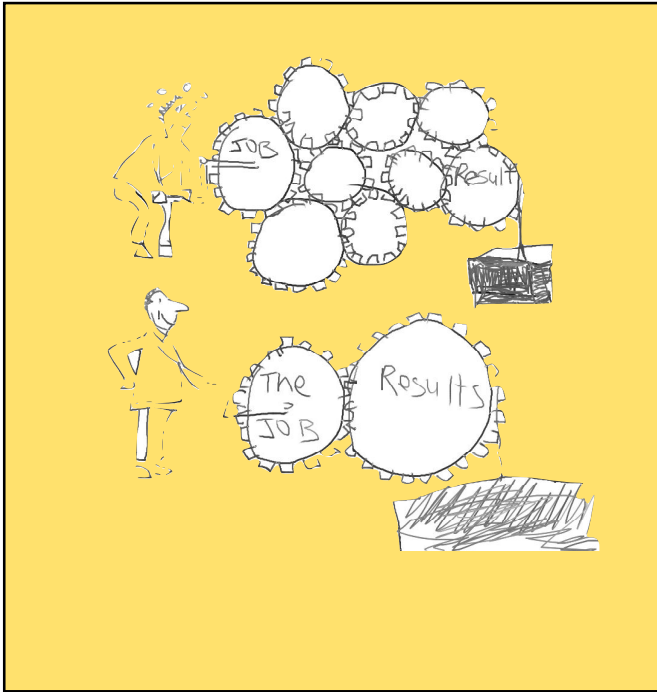
Improving Processes

customers get seamless value

Sometimes processes keep people in silos. When people in cross-divisional teams simplify their processes to deliver seamless value to their customers, the the wall come tumbling down.

Content includes

Increasing organisational speed
Process improvement
International best practice
The seven most useful improvement tools
Why this is important
People focus externally,on the customer, not internally.

Our DeSILOnisation Program

Execution. Review. Accountability.

Content includes
Hardwiring in the changes
Our 10 year priorities
Our 6 month commitments
Our Personal Monthly Monitoring Sheet.
Why this is important
99% of development courses make absolutely no permanent changes as a result. This Program is different. It provides a Review and Accountability Module three months after the end. It requires monthly monitoring of progress for at least 6 months after it ends. It will put you ahead of 99% of your competitors.

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Client comments
Desilonisation

- Take the risk - it may turn out to be the best thing you have ever done. Heather Tavassoli, Manager, Employment Court, Ministry of Justice.

- Readings were fantastic. Really valued the personal focus -"If it's going to be, it starts with me!". Wes Brown, Business Development Manager, Ministry of Justice.

- The course absolutely delivered on a making the management team stronger. We know and appreciate each other more and I learnt that I respect and enjoy the company of my colleagues a lot. Jude Hughes, Manager, Statistics New Zealand.

- With regard to making the management team stronger, I think this was one of the highlights of the Program – getting to know and interact with my peers on a deeper level. I think the management group as a whole learnt a lot from and about each other. Brendan Mai, Statistics New Zealand.

- Thanks for all your hard work and energy, I think it has made a big difference for the management team and to me on a personal level. Rachael Milicich, Manager, Statistics New Zealand.

- Great course. Some material challenged norms. Useful suite reference material built up for ongoing use. Andrea Blackurn, Statistics NZ.

- Overall enjoyed every module. The course gave Lower Hutt staff an opportunity for everyone to get to know each other better and an opportunity to discuss strategies. Mahinarangi Gilbert. CYF

- I think the course was very well designed. I am a bit biased. I don't think I would change much, if anything. Chris Harvey, CYF, Manager Central.

- Interesting, insightful and useful information, very well presented-enjoyed every last bit. Site supervisors are now more open and tolerant of each other and beginning to work as a unit. Good interactive delivery. One of the best I've been to. Cathy Christian, CYF, Central.

- We now have a tighter management group, well-connected. Should be a flow on affect with teams at the office. Overall one of the best I've been to. Michael Murphy, CYF Central

- Excellent facilitator. Course provided self-growth and development and reflection as to where I fit in the position. Overall one of the best I've been to. Elizabeth Brown, CYF, Central.

- Bruce was a pleasure to work with, relaxed, supportive and at times challenging. Andrew Little, CYF, Central.

- If you really want to make a true difference in the way you think, live and work then you better get Virtual! Five out of 5. I never circle a 5 and I really mean it. Rosaleen Bham, CYF, Central.

- The Program is very thought provoking and an excellent opportunity to look at ourselves and discover who our work colleagues are. The Program opens up the mind to possibilities for personal growth and strengthening relationships with others. The Program is unique, backed up with excellent reading resources. Jan Johns CYF, Western.

- Good concept indeed and a style of presentation that works to bring people together. Ray Wiley, CYF, Western.

- Go for it. Be open to growth and watch your journey open up before you. Diane Attwell, CYF, Western.

- Awesome course ... Needs to be promoted. Different line of thinking. Challenging. Toka Walden. CYF, Western.

- Absolutely riveting - enjoyed every module. Course really affirming. Julie Marinovich. CYF, Western.

- Everyone has more connections across the School. A deep sense of trust with Groups. More self awareness. Rebecca Taylor, TCS.

- Quick to trust in small groups. Focus has improved considerably. Jo Wolfrey, Manager Office Services & Purchasing, The Correspondence School.

- Benefits include: Across School communications. Working along side other Groups to share ideas. All on the same page. Lyndsey Marment, Curriculum Leader Special Education, TCS.

- I was able to apply much of what I learned almost immediately with my team and other colleagues. Leon Goldsmith, Team Leader, TCS.

- Very valuable for developing shared understandings, common language and concepts, building awareness of differences and similarities about how we all work and communicate at TCS. Sue Mark, Manager HR, The Correspondence School.

- Trust within the group was developed and enhanced through the careful facilitation process. Jen McCutcheon, Regional Manager, TCS.

- I think it was a great course. A great way to bring the wider team together to reach common organisational goals...It stretches the boundaries so one has to think well beyond the norm. Sanjay Goyal, IRG Manager, The Correspondence School.

OVER 50 Modules and 6 mindsets to choose from

1: Managing Self

1. Understanding ourselves by using Herrmann's Thinking Preferences
2. Making the most of your 'Genius Factor'
3. Using the power of the subconscious mind
4. How to become more creative and innovative at work
5. How to influence, sell and persuade
6. How to network and build relationships
7. Understanding your Management Style
8. Confidence, influence & personal power
9. Building your personal brand
10. How to establish your personal purpose and reason for being
11. My Personal Power Program.

2: Managing Others

1. Becoming an Irresistible Leader
2. How to understand what makes people different and how to get the best out of them
3. How to release untapped brain power
4. How to facilitate groups
5. How to get people to want to follow you
6. How to build stronger Project Teams
7. How to understand the strengths and weaknesses of the team
8. Running successful meetings.

3: Managing Relationships

1. Managing your manager
2. Cooperation, collaboration & connections
3. Creating Customer Intimate activities for major customers
4. Colour your customers and staff
5. Customer service tools
6. Understanding the new science of Networks
7. How to improve relationships with PALs (Partnerships, Alliances and Linkages) of the Unit
8. The importance of trust & how to become a trusted advisor
9. How to build more cooperation, collaboration and connections between units.
10. The power of questions and peer-to-peer learning

4: Managing Context

1. Understanding major changes in the environment
2. Understanding why context matters
3. Systems thinking in Business
4. The growing importance of intangible assets
5. Changes in the economics of information and how this is blowing industries apart
6. How to get on in your organisation by understanding the culture.

5: Managing Organisations

1. Understanding the Value Proposition
2. Alignment of Culture, Service & Brand to the Value Proposition
3. Taking the long view on society and the organisation
4. Breaking down the silos in large mature organisations and improving communications
5. Increasing innovation & ideas
6. How to determine the Unit's strategies
7. How to increase the profit of your business
8. Hardwiring organisational change
9. Improving processes & eliminating unnecessary work
10. Building successful Key Performance Indicators

6: Managing Change

1. Appreciative Inquiry
2. Establishing organisational values within your Unit
3. How to make successful change in your Unit
4. Understand and working with organisational politics
5. Successful project teams
6. How to write a business plan
7. Accounting for beginners and understanding financial reports
8. Understanding those things that never change
9. Strategic thinking
10. Strategic execution
11. Operational planning.