

The One-Day Master Class for Senior Executives & Managers

held at the

Institute of Directors

Central London, Birmingham & Manchester

How to Eliminate "Silo Mentality" using

Challenge Mapping

"The most powerful aligned

Team Building approach available"

Senior executives and managers attending this master class will discover a new, unique and structured approach to engaging their managers and staff in collectively creating high performance, Challenge Intelligence within their organisations. Challenge Mapping utilises the widely acclaimed "Systems Thinking" principles for solving complex problems.

During this Master Class you will learn how to:

- ✓ ***Use a simple and structured approach to quickly develop High Performance Teams***
- ✓ ***Rapidly solve chronic organisational problems and eliminate internal conflicts***
- ✓ ***Focus everyone on achieving the highest possible level of customer service***
- ✓ ***Achieve continuous improvement as a central component of everyone's daily job***
- ✓ ***Overcome resistance to change once and for all***
- ✓ ***Ensure that cross-functional teams deliver cross-functional performance improvements***
- ✓ ***Create joint accountability to remove the black holes that everyone previously considered were in the area of "not my job"***
- ✓ ***Engage everyone in progressively removing all the critical gaps in the services provided***
- ✓ ***Achieve a step-change improvement in overall performance***
- ✓ ***Develop Transformational Leadership skills capable of focusing people on a common goal***
- ✓ ***Deal effectively with difficult people***
- ✓ ***Ensure groups collectively assess and monitor aspects of performance that were previously thought to be "un-measurable"***

How can we build High Performance Teams using Challenge Mapping?

Even though thousands of books and courses have been developed to cover virtually every aspect of management, leadership and team building, two organisational issues are as prevalent as ever: **Resistance to Change** and **Silo Mentality**.

Silo Mentality is the **Mindset** of individuals or groups, which ensures that they are only interested in their own local activities, rather than collaborating with others to achieve organisational goals. When groups suffer from Silo Mentality, they are analogous to relay teams who are continually dropping the baton, rather than seamlessly coordinating their activities to achieve overall success. In this type of situation, a disproportionate amount of time can be spent on crisis management. Yet even in this unsatisfactory situation, any changes or improvements are often openly or covertly resisted.



In contrast, high performance teams exhibit a collective Mindset that can be considered as a **Challenge Intelligence**. This is the opposite Mindset of Silo Mentality. A Challenge Intelligence is created when teams coordinate their separate activities to achieve a common goal. Within organisations, Challenge Intelligence is epitomised by the story of NASA in the 1960's. When a visitor asked a janitor what his job was, the janitor replied "to help put a man on the moon". So how is it possible to change the collective Mindset from a Silo Mentality to a Challenge Intelligence in our own organisations?

The critical factor that differentiates genuine teams from groups of individuals is the quality of their coordination. All members of high performance teams consistently collaborate with their colleagues, in order to identify and eliminate any gaps in their collective coordination. As they eliminate the gaps in their coordination, they progressively improve the certainty of their overall success. When teams engage in this type of proactive collaboration, they develop the collective mental models or maps that enable them to seamlessly coordinate their separate activities. So, it is this form of collaboration, which develops the collective Mindset of a Challenge Intelligence. In principle, this same approach is equally applicable to transforming the collective Mindset of any group, department or organisation.

The obvious difference between a sports team and an organisation is that the latter is typically much more complex. There are an enormous range of services, materials and pieces of information, all of which are metaphorical batons that can so easily be dropped as they pass between different parts of the organisation. Every single interchange is just a tiny part of a massively complex network of interactions. This complexity typically results in each individual or group being unable to see how they can make a difference to the success of achieving organisational goals.

Yet the massive complexity of organisations can be understood by viewing it as the consequence of repeating simplicity. The certainty of success in achieving organisational goals can typically be radically improved by identifying and eliminating the



most critical gaps in the coordination between the various parts. These gaps can be relatively easily identified using an approach called "Systems Thinking" to create "Challenge Maps". When separate groups are engaged in collaborating to identify and eliminate the Gaps in the Challenge Maps, their individual mental maps tend to naturally adapt. When people change their mental maps their behaviour changes automatically. In this way, the collective process of **Challenge Mapping** progressively changes people's Mindsets from a Silo Mentality to a Challenge Intelligence.

Challenge Intelligence is often the least understood and most underdeveloped asset that an organisation possesses. This means that it is the asset that typically has the most potential for rapidly delivering a step-change in the overall performance of the organisation. Challenge Mapping can be simple enough for groups to use collaboratively in order to rapidly solve chronic, local problems. It is also powerful enough to progressively align the whole organisation.

What are the benefits for your organisation?

The potential benefits of this approach in Commercial Organisations and Public Services are very substantial indeed. However, this is not just another continuous improvement methodology. It is a complete framework, which can be used to align managers, staff and organisational systems. Performance measurement and improvement are a natural consequence of this approach. With relatively little effort, it is possible to focus everyone on providing higher levels of customer service at lower costs. Meetings become much more productive. Different departments, which had previously seemed to be pulling in different directions, quickly learn how to work together much more effectively. The approach can even be used to develop seamless supply chains or partnering arrangements between different organisations.

Who should attend?

- ✓ Chief Executives and directors who want to go beyond traditional concepts of management best practice, in order to create a genuinely joined-up, high performance and successful organisation
- ✓ Functional and senior managers who want a structured set of techniques that will improve the effectiveness of the communication and collaboration in their departments and provide a rapid improvement in performance
- ✓ HR directors and senior managers who require a structured approach to achieving cultural change in their organisations
- ✓ Change and Performance specialists who need to know how to engage everyone in the organisation in the change and performance improvement processes

The Master Class Programme

1. Joined-up Organisations

- ✓ What is Silo Mentality and what are its consequences?
- ✓ What does a joined-up organisation look like and what are the benefits?
- ✓ Why has it been so difficult to create joined-up organisations?

2. Basic psychology of behaviour in organisations

- ✓ What makes people behave the way they do in organisations?
- ✓ What is a collective intelligence and how is it related to the culture of an organisation?
- ✓ How is the collective intelligence created and why is it rarely joined-up effectively?
- ✓ Why is the culture of an organisation so resistant to change?

3. Systems Thinking

- ✓ What is meant by “Systems Thinking”, “Systems” and “Mental Maps”?
- ✓ How can Systems Thinking help solve highly complex problems?
- ✓ How can Systems Thinking assist in developing joined-up solutions?

4. Challenge Mapping

- ✓ What is Challenge Mapping and how does it utilise Systems Thinking?
- ✓ What is a Challenge Intelligence and how is it developed?
- ✓ Which tools do groups use to eliminate the Service Gaps between their Silos?
- ✓ How does Challenge Mapping automatically change the behaviour of the individuals and groups involved?
- ✓ How does this approach help develop the collective Challenge Intelligence capable of creating a joined-up organisation?

5. New perspectives on Leadership, Team working, Motivation and Resistance

- ✓ How can Systems Thinking be used to better understand the difference between Management and Leadership?
- ✓ How does Challenge Mapping create the motivation to change and overcome resistance once and for all?
- ✓ How do teams take joint accountability for the future capability of the systems in which they are involved?
- ✓ How can we ensure this process will progressively join-up services in a way that is self-financing?
- ✓ What is the stage by stage process of transforming groups of individuals into Joined-up, High Performance Teams?



The Programme Director

Ian Robson's expertise is derived from the fact that he does not just talk about transformational change; he has a wealth of experience in successfully delivering it. He has assisted all types and sizes of organisations in both the Public and Private sectors. Executives from every size of organisation have attended his master classes. He has acted as a consultant to a number of national and international organisations, as well as Local Authorities and Government Agencies. His previous experience as managing director of companies in various industries from engineering to Information Technology, has given Ian an exceptional insight into what makes organisations work. He has written a number of articles on leadership, change and performance improvement, and is currently writing the definitive book on this completely new and unique approach.

What have other delegates said about the Joined-Up Organisations Master Class?

"Very useful." *Beverly Aspinal, Managing Director, Fortnum and Masons plc*

"Excellent, fast moving, very enjoyable and informative." *Peter Jefferson, Chief Executive, Blackpool Coastal Housing*

"Practical and extremely helpful." *Beth Tope, Executive Human Resource Director, ProStrakan*

"Excellent, thought provoking. A pleasure and very worthwhile." *Tim Ewen, Head of Business Support, Lancs Constabulary*

"Very practical, interesting, applicable approaches and concepts." *Anne Pakula, Head of Operations, Mersey Side Probation*

Guarantee your place by booking now without risk – full refunds available up to 14 days prior to the date of the event.

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Telford House
16 Oakhill
Claygate
Surrey KT10 0TG

Event Details 2018

Location: Institute of Directors Hub

London 20 th March	Manchester 22 nd May	Birmingham 24 th May	London 5 th June
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Event fee: **£455.00 plus VAT**

Time: 9.00 a.m. to 4.30 p.m.

Post event: Delegates are welcome to stay after 4.30 p.m. for informal discussions with the Programme Director.

Confirmation and Payment Details

A VAT invoice will be sent within ten working days of receipt of your booking. Your registration will be confirmed by email. Venue details are reconfirmed by email to delegates the week before the event. Full refunds are available for cancellations received in writing at least 14 days prior to the date of the Master Class.

Venue Details

London – Institute of Directors
116 Pall Mall, SW1Y 5ED

Birmingham – Institute of Directors Hub
The Library, Centenary Square, Broad Street, B1 2ND

Manchester – Institute of Directors Hub
Lowry House, 17 Marble Street, M2 3AW

Registration Details

Date & City.....

Title Usual First Name Surname

Position.....

Organisation.....

Address.....

Postcode.....

Telephone.....

E-mail.....