

The One-Day Master Class for Senior Executives & Managers

held at the

Institute of Directors

Central London, Birmingham & Leeds

How to eliminate "Silo Mentality" and develop

Joined-up Organisations,

Services & Projects

"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, joined-up teams, organisations, services and projects. This new approach 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 that are aligned with organisational goals?

Although 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**. When groups suffer from Silo Mentality, they are analogous to relay teams who are continually dropping the baton, rather than seamlessly coordinating their activities. These metaphorical “dropped batons” become evident in organisations whenever there is a gap between the standard of services supplied by one group and the standards required by another. 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 exact opposite 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 create a **Challenge Intelligence** in our own organisations?

The factor that differentiates a team from a group of individuals is the quality of the coordination. High performance teams consistently focus on eliminating any gaps in their collective coordination. When teams engage in this type of proactive collaboration, they develop the collective mental model or map that enables them to seamlessly coordinate their separate activities. **Proactivity** is the name that can be used for the process that proactively eliminates the gaps in the mental maps. This means that Proactivity is the process that can develop a collective Challenge Intelligence.

In the sports team example, the Challenge Intelligence is developed within the same people who are implementing the local activities. However, in most organisations, the opposite is true. Typically, high level goals, plans and maps are developed at senior management level. These are then segmented into parts that are divided between different business functions and cascaded down through the organisational hierarchy. This process immediately disengages the Challenge Intelligence from the people responsible for implementing the separate elements required to achieve success.

At first sight, there is not an obvious solution. It would be impractical to involve everyone in the high level planning of the challenge. In fact, the solution is to counteract the effects of the top down separation process with a process that can rejoin all the separate mental maps. This can be achieved by engaging people in collectively identifying and eliminating the gaps between their mental maps. In other words, the solution to silos is Proactivity at any or every level of the organisation.

This master class shows the structured and proven approach to Proactivity, using the widely acclaimed method of Systems Thinking. It demonstrates the high performance team-building techniques that ensure people develop “joined-up” mental maps of organisational challenges. This outcome is achieved by developing and using tangible **Challenge Maps**. The Challenge Intelligence is reconstructed by groups utilising these maps to **identify and eliminate the critical local service gaps in the global challenge maps**. Proactivity can rapidly improve overall performance, eliminate silo mentality and make resistance to change a relic of the past.



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. Proactivity 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. Proactivity

- ✓ What is Proactivity 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 Proactivity 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 Proactivity 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 Team Learning Challenge workshops?

"Extremely useful – can be applied over a wide range of issues." Mark Stevenson, Chief Executive Officer, Gifford

"One of the most insightful and pragmatic courses I've ever attended." Andrew Malyan, Transformation Manager, Centrica

"Very inspirational! I can see this helping our organisation immensely." Lisa Austin, Head of Operations, Lander Associates

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

"I don't usually get much from these things – but I did today" Mark Henderson, Chief Exec. Northumberland County Council

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Event Details

Location: Institute of Directors
London **Leeds** **Birmingham** **London**
16th September 30th November 2nd December 9th December
Event fee: **£455 plus VAT**
Time: 9.00 a.m. to 5.00 p.m.
Post event: Delegates are welcome to stay after
5.00 p.m. for informal discussions with
the programme director.

Confirmation and Payment Details

A VAT invoice will be sent within five working days of receipt of your booking. Your place will be confirmed by email. Venue details are emailed approximately ten days before the event. Full refunds are available for cancellations received up to ten working days before the workshop.

Venue Details

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

Birmingham – The IoD Hub, Eleven Brindleyplace,
2 Brunswick Square, B1 2LP

Leeds – IoD Hub
3 Albion Place, LS1 6JL

Registration Details

Date & City

Title Usual First Name Surname
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