MODULE OVERVIEW

Getting departments to work together

Adaptive module | ~20 min

Customer service quality, innovation, and transformation: today's challenges cut across department boundaries, and an organization split into sealed compartments loses energy, with information blocked and work done twice. Goodwill is not enough: this module tackles the structural conditions, with goals that give everyone a real reason to cooperate and a mutual commitment charter in which each department puts itself in the other's place.

LEARNING OBJECTIVES

01 Measure silo costs as challenges become cross-functional: lost information, duplicate work, and missed opportunities.

02 Recognize truly smooth cooperation: the kind that flows between team members every day, without waiting for an official arrangement.

03 Create the structural conditions for cooperation: shared goals, job descriptions, and performance reviews that reward it.

04 Co-create the mutual commitment charter: imagine worst-case and ideal partnerships separately, then co-write commitments between departments.

WHO IT'S FOR

Leaders and managers who want to break down silos, and team members who want simple bridges to other departments.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

1 **Self-assessment**: on 9 dimensions, to gauge current habits and guide the practice.

2 **Expert video**: 10 minutes, with 3 pauses for reflection.

3 **Practice scenarios**: the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.

4 **Dated commitment**: one action to try, written by the learner or picked from the suggestions.

5 **Memo to download**: key takeaways, questions, commitment, personal notes and checklists.

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- Afthonios method for telling silos apart from cross-functional cooperation
- Afthonios method for a two-step mutual commitment charter (worst-case/ideal partnership, switching chairs, mutual commitments)
- Afthonios method for shared goals between departments

SOURCES & REFERENCES

- Spotify: model of autonomous teams organized into "squads," "tribes," "chapters," and "guilds," documented since 2012 and popularized by engineer Henrik Kniberg
- Haier, Rendanheyi model: division into thousands of autonomous micro-enterprises that contract with each other as internal partners, at Zhang Ruimin's initiative
- Salas et al. (2015) – conditions and practices for effective cooperation
- D'Innocenzo, Mathieu & Kukenberger (2016) – shared leadership and team performance

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