

Consultant's
Consultant

Silo
Eliminator

SILO ELIMINATOR

Get The Team's Act Together

If within your wider team

- the right hand doesn't seem to know what the left hand is doing
- you find someone has just reworked something you did last week or last month
- someone should have known something that you have known for ages
- your stakeholders play you off against your colleagues or your boss
- you're just not as well-integrated with each other or with your stakeholders as you could be

then you're looking at the right tool. The silo-eliminator will help you focus on the bigger picture and work together, not at cross purposes.

This tool is based on Barry Oshry's work, *In the Middle*. He contends that all of us are in the middle between stakeholders and bosses, between bosses and team, between teams and external customers, between home and work.

Being caught in the middle is uncomfortable, wasteful and you can't win unless you get smart about how you work with others also stuck "in the middle".

How To Use The Silo-Eliminator

Here's how the Silo-Eliminator works.

1. Choose a challenge.
2. Write a list of the people you need to work with to make this challenge happen.
3. Put each person's name in the "who" boxes on the spider web page.
4. For each person identify your current level of integration from the list on the next page. Mark the number on the spider web in blue.
5. Then for each person choose what number you would like it to be. Mark it on the spider-web in red.
6. The gaps between where you are and where you need to be are your priorities.
7. Discuss with the team and create a plan to close the gaps.

By the way, you don't have to be level 5 with everyone, or even with anyone. Choose what is appropriate for your relationship and purpose.

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Levels of Integration

5 Power Bloc

Middles organise themselves as a power bloc within the system, identifying common grievances, needs, and conditions they want changed; they develop bargaining positions and pursue tactics aimed at bringing about the desired conditions.

4 Joint Planning And Strategizing

Identifying problems which cut across all Middles' areas of responsibilities and developing agreement among Middles as to how these will be handled. Middles agree to support one another and follow through on their commitments.

3 Mutual Consultation

Middles use one another as resources to consult on problems that individual Middles face in their servicing or managing functions.

2 Assimilating Information

Using the pooled intelligence as a basis for system diagnosis. (What trends do we see? What system-wide problems are developing?) Middle commitment to one another is still minimal: they jointly work on system diagnosis but no consensual decisions are made, and each Middle is free to use these diagnoses as he or she chooses.

1 Information Sharing

Middles do nothing more than share information. Each simply puts into the common pool the intelligence gathered from his or her contacts with the system; no analysis is done, no decisions are made, and each Middle is free to use these diagnoses as he or she chooses.

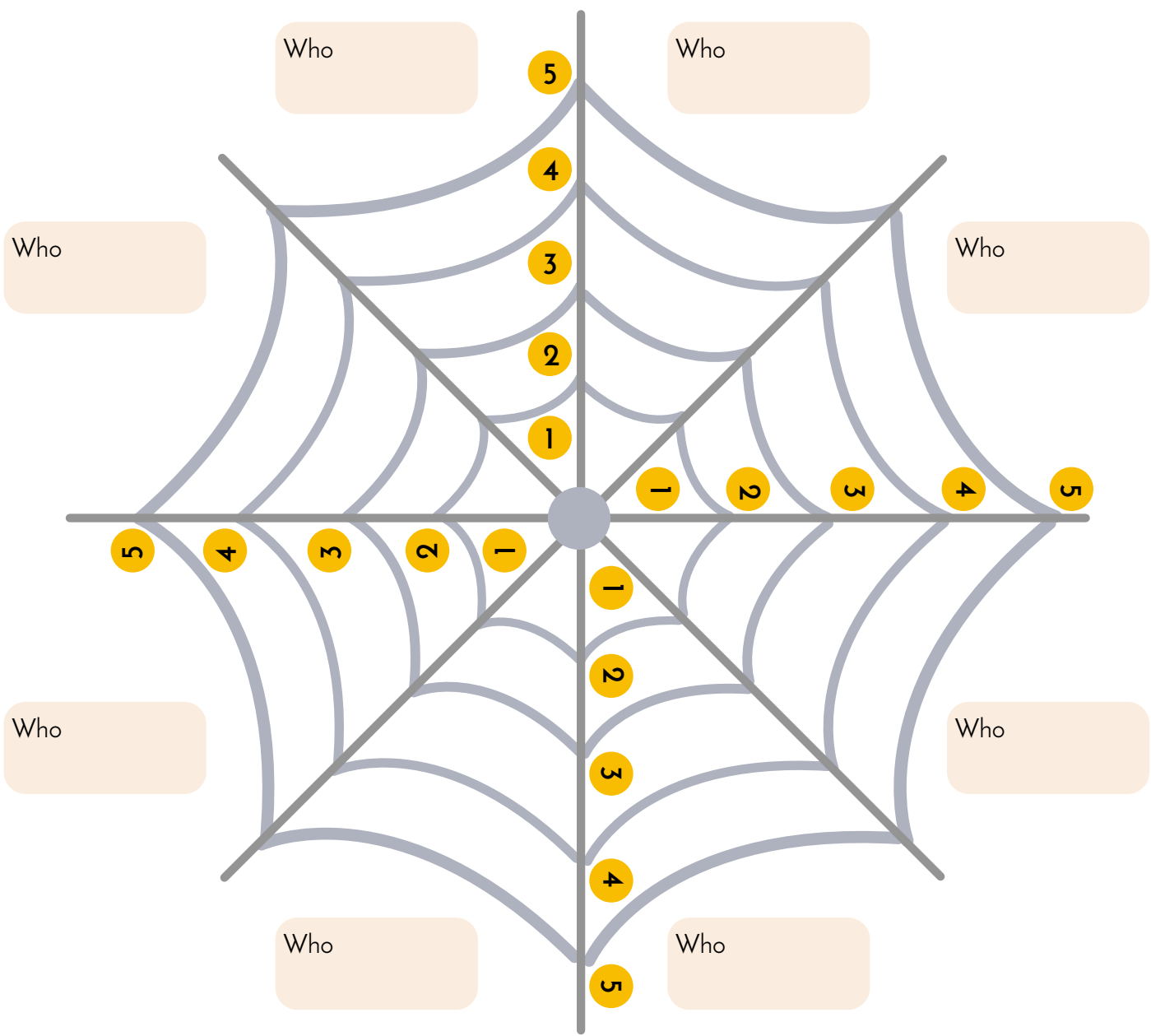
0 No Integration

Middles may choose to function as individual operators and not to integrate with one another at all. The personal and systems power of such Middles are low, and individual freedom is high. Each Middle is free to act as he or she chooses with no input or constraint from other Middles.

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Set Your Plan

My Challenge



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