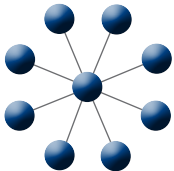
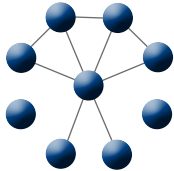
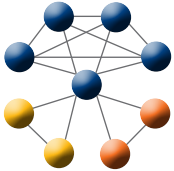
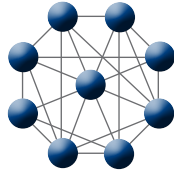
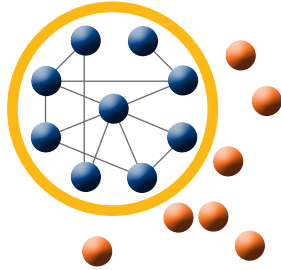
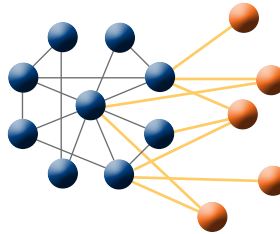


WHY IS YOUR ORGANIZATION STRUGGLING TO COLLABORATE?

Understanding the six types of collaborative dysfunction is critical to effective problem resolution.

DYSFUNCTION	DYSFUNCTION	DYSFUNCTION	DYSFUNCTION	DYSFUNCTION	DYSFUNCTION
 HUB-AND-SPOKE NETWORKS	 DISENFRANCHISED NODES	 MISALIGNED NODES	 OVERWHELMED NODES	 ISOLATED NETWORKS	 PRIORITY OVERLOAD
ISSUE Excessive reliance on formal and informal leaders slows decision-making, blocks innovation, alienates team members, and overloads leaders.	ISSUE Marginalized team members lack access to resources and struggle to contribute, negatively affecting group performance and the disenfranchised members' engagement and retention.	ISSUE Factions that don't relate to one another slow down work, erode cohesion, and undermine project success.	ISSUE Team members cannot keep up with the collaborative demands placed upon them, leading to insufficient time for work, inefficient decision-making, excessive compromise, lower engagement, and ultimately burnout.	ISSUE Impermeable group borders block stakeholder input and external resources/expertise, resulting in flawed decisions, innovation failures, and a lack of integration with the organization.	ISSUE External stakeholder demands cause group members to lose sight of their mission and highest priorities, resulting in work overload that hurts the quality of execution, delays delivery, and creates employee burnout.
DRIVERS <ul style="list-style-type: none"> • Hierarchical or overly controlling leadership behaviors. • Dominance of experts. • Flaws in roles, decision rights, or incentives. • A fear-driven culture that promotes approval-seeking and validation. 	<ul style="list-style-type: none"> • Leaders who elevate some group members above others. • Onerous processes that cause some members to become disillusioned and withdraw. • A lack of trust in peers outside the function and/or an overreliance on familiar faces. • Disconnection by virtue of status or physical location. 	<ul style="list-style-type: none"> • Agreeing on integrated objectives but then pursuing work in a way that optimizes functional or business unit goals. • Problems and solutions viewed only from one discipline's perspective. • Clusters of like-minded teammates. • Distrust or competition among the team members. 	<ul style="list-style-type: none"> • Group growth that surpasses the limits of team and work design. • Ineffective meeting and communication norms. • Lack of effective collaborative workload metrics. • Fear of making independent decisions or of being left out. • A culture of overinclusion — both within the team and within the larger organization. 	<ul style="list-style-type: none"> • Mandated separation of the group (à la Skunk Works or Agile initiatives). • Hyperfocus on optimizing the outcome based on the group's expertise or values rather than the end need. • Echo chamber created by amplified input from a select few stakeholders. 	<ul style="list-style-type: none"> • Overemphasis on agility. • Lack of North Star clarity/agreement among project leaders with competing demands. • Personal and cultural values that lead to overcommitment.
SOLUTIONS <ul style="list-style-type: none"> • Boost engagement in work by coaching people to assume an appropriate level of authority, and focus on what, not how. • Distribute knowledge through methodology, tools, databases, and training. • Integrate expertise through joint work. • Revise decision rights, roles, and/or incentives. • Shift work away from hubs. 	<ul style="list-style-type: none"> • Create a process or role for recognizing and reintegrating the disenfranchised. • Embed inclusion as a group value. • Add process touch points to give individuals a greater voice or more opportunities to participate. • Use technology to overcome geographic disconnection. 	<ul style="list-style-type: none"> • Cocreate shared goals and priorities, and reinforce them with metrics and accountability. • Seek forums that build competence and interpersonal trust and that establish the value of group goals. • Create processes to identify and address misalignments. • Conduct exercises that enable members to connect outside the group and reset relationships. 	<ul style="list-style-type: none"> • Redesign the group's structure and work. • Define and respect roles and responsibilities. • Determine the impact-to-effort ratio of new activities, and empower team members to say no. • Adopt and practice meeting and communication discipline. 	<ul style="list-style-type: none"> • Systematically engage relevant stakeholders/influencers, including both positive and negative opinion leaders. • Build in time for iteration with stakeholders. • Focus on outcomes from the stakeholder perspective. • Provide the group with greater visibility into broader organizational goals and initiatives. 	<ul style="list-style-type: none"> • Map activities with external stakeholders. • Review demands based on the task and collaborative footprint. • Force decision makers to make trade-offs in the content and timing of demands. • Adopt a priority definition process and mechanism/coordinator to screen incoming requests. • Be transparent about workload and competing demands, and reset group priorities collectively.