



# BREAKING DOWN SILOS

**PEOPLE CENTRIC**  
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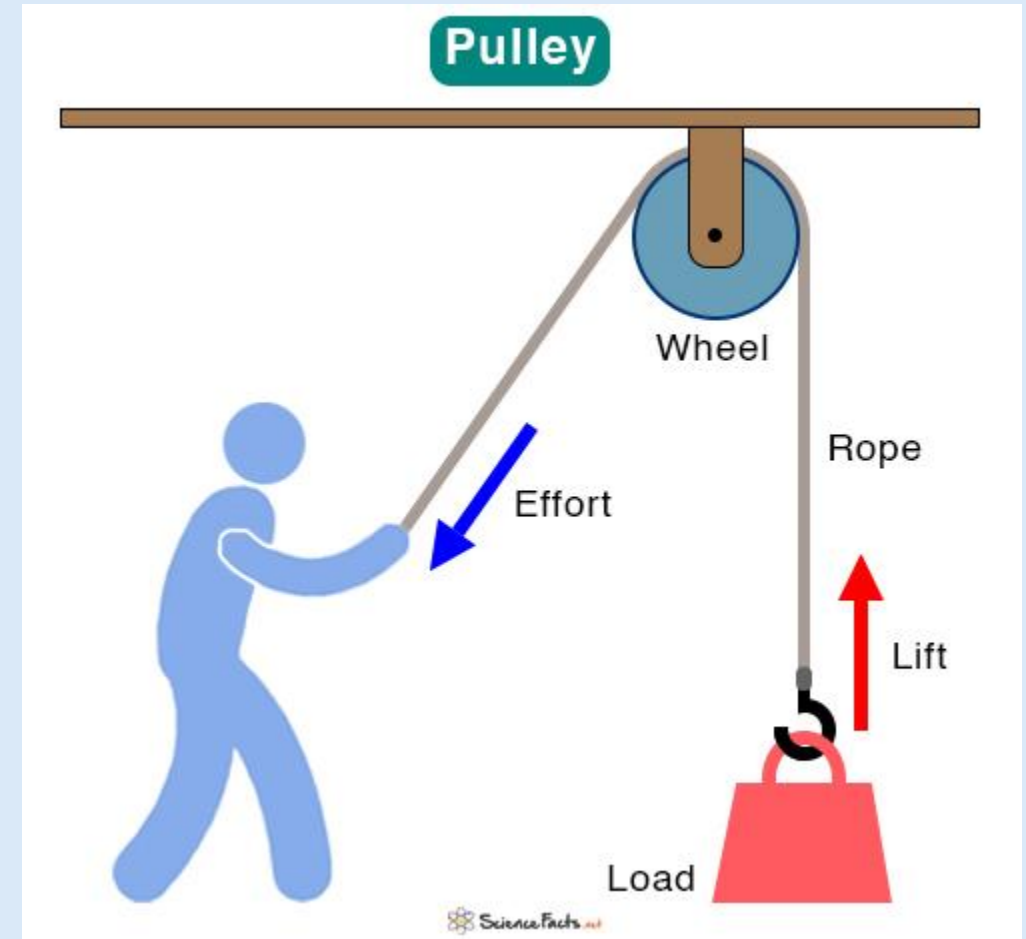
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A blurred background image showing a group of people in a meeting or collaborative work environment. The image is out of focus, emphasizing the central text.

# ORGANIZATIONAL DESIGN

# ORGANIZATIONAL MACHINES

Organizations are like machines. Some machines are well designed...



# ORGANIZATIONAL MACHINES



Some machines are poorly designed.

# ORGANIZATIONAL MACHINES



Machines work only as well as they are designed to work.

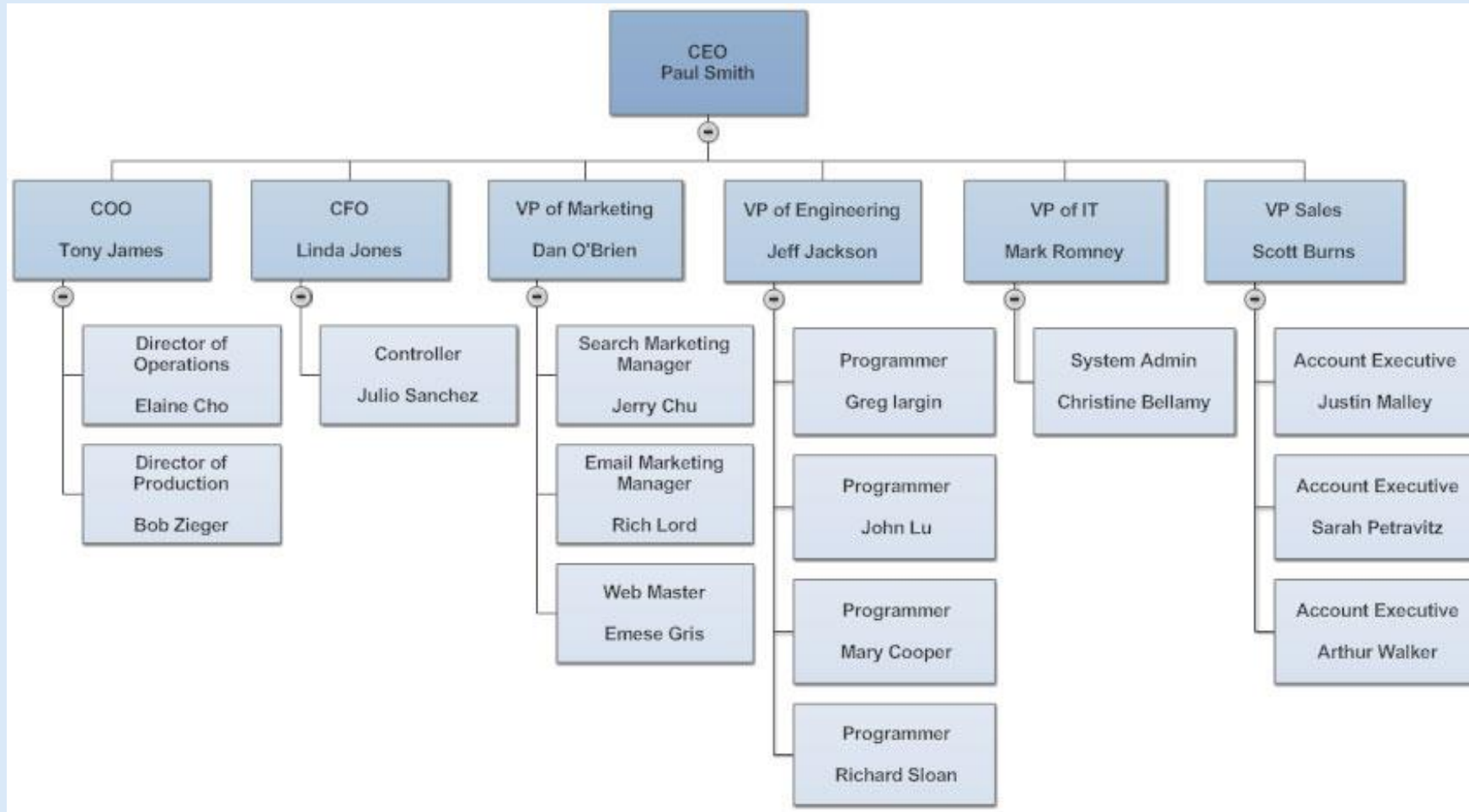
# ORGANIZATIONAL MACHINES

## True Story

We begin work with a hospital and schedule our first onsite. We ask to meet with specific departments.

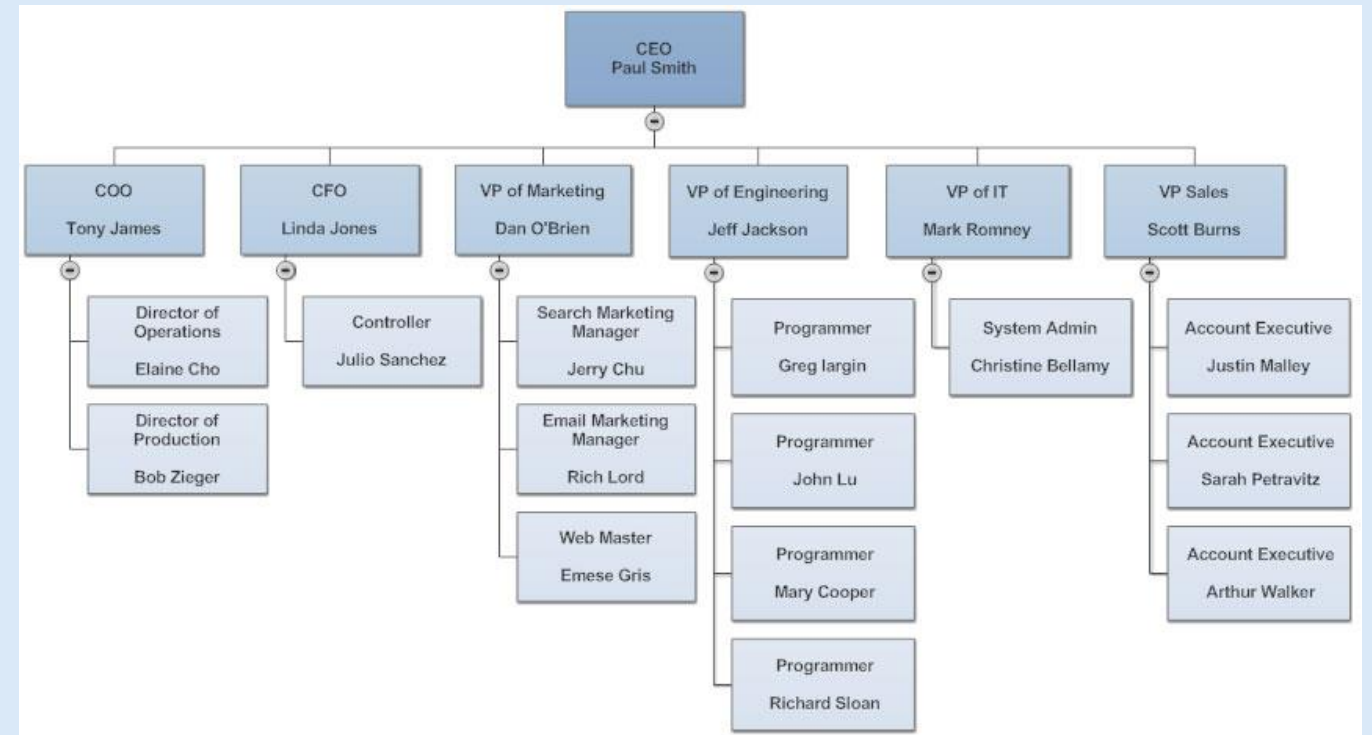


# YOUR ORGANIZATIONAL MACHINE



# WHAT DO WE THINK?

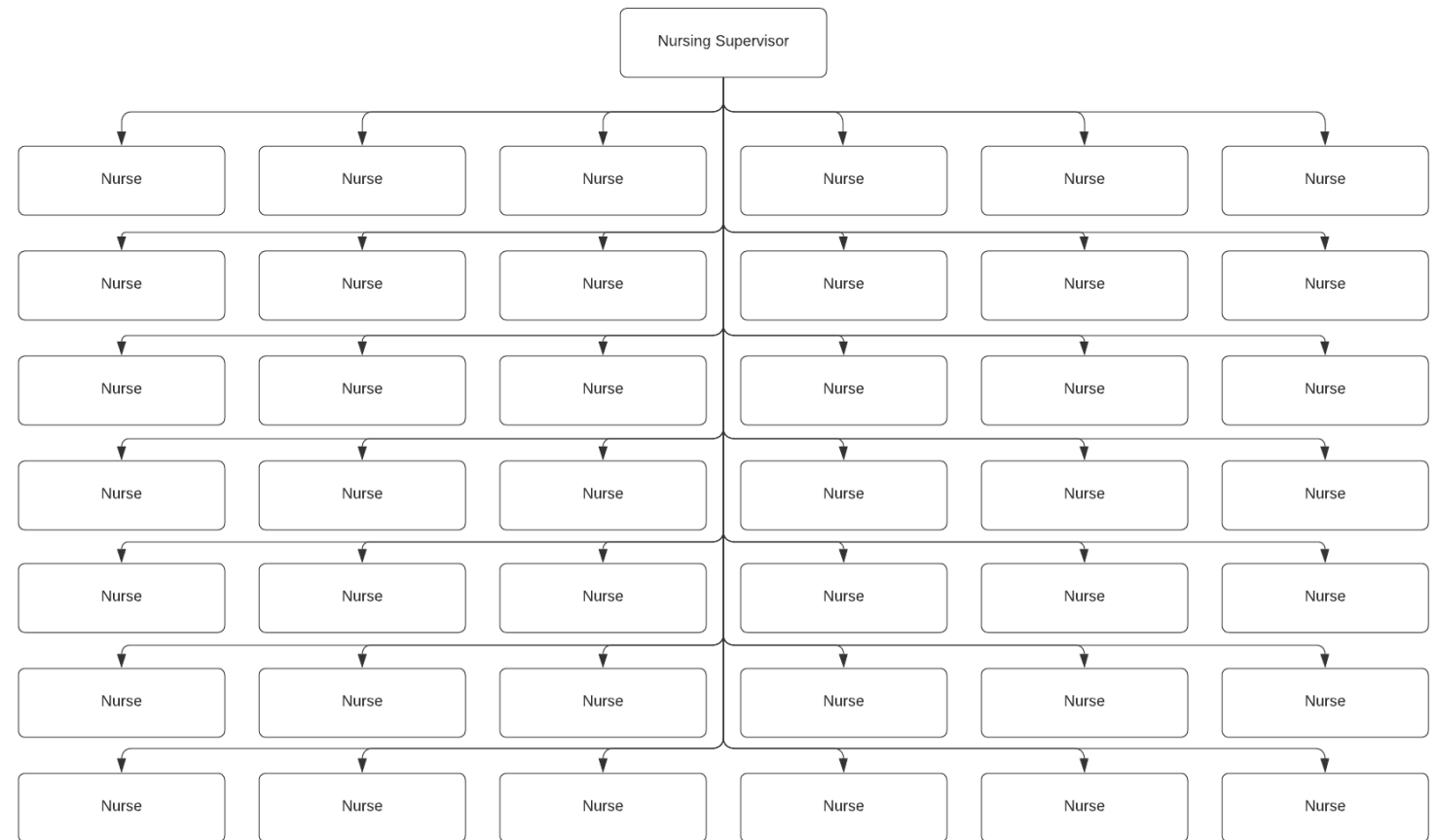
Is this machine  
designed well?





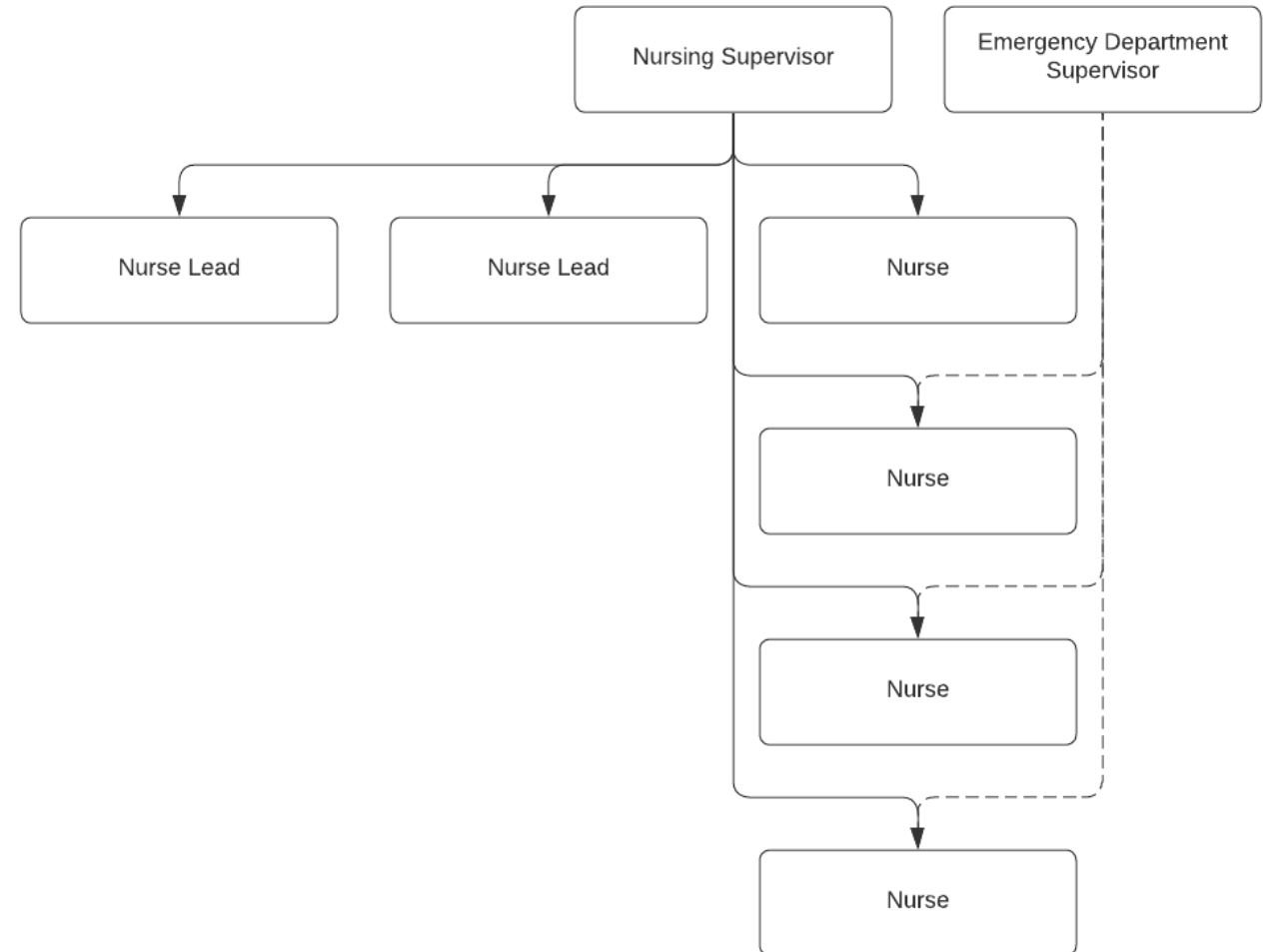
# WHAT DO WE THINK?

Is this machine  
designed well?  
(42 direct reports)



# WHAT DO WE THINK?

Is this machine  
designed well?  
(dotted lines)



# ORGANIZATIONAL MACHINES

- Organizational Machines do what they are designed to do
- Many 'machines' are not deliberately designed

Your organization / team is **perfectly designed**  
to get the results its' been getting.

## DESIGN FLAW

Too Many Direct Reports

## PROBLEMS

- Low Accountability
- Low Engagement
- High Toxicity

## DESIGN FLAW

Dotted Line / Unclear  
Reporting Structure /  
Multiple Bosses

## PROBLEMS

- Low Accountability
- High Toxicity

## DESIGN FLAW

Teams Split Up in  
the Org Chart

## PROBLEMS

- Siloing between teams
- “They”
- Poor collaboration

There is no “perfect design”. Every design has consequences that need to be managed.



# DESIGNING THE MACHINE

DESIGN COMPONENT	MACHINE ANALOGY	EXAMPLE
People	Parts of the Machines	Employee, Supervisor, Manager, Director, Administrator
Places	Where the Parts Interact	Meetings, EMR, email, instant messaging
Processes	What the Parts Do	Payroll, registration, claim processing, charting, examination
Purpose	What the Machine is trying to do	Serve the community, help our patients, make money

## PEOPLE

- Strengths
- Autonomy
- Clear / Aligned Person

## (NO) PEOPLE

- Wrong Person / Wrong Role
- Not Empowered
- No Clear Purpose (Unmotivated)

## PLACES

- Place Exists
- Safety
- Effective Communication

## (NO) PLACES

- No Place
- No Safety (Blame vs. Accountability)
- Poor Communication

## PROCESSES

- Consistent / Predictable
- Effective / Efficient
- Buy-In

## (NO) PROCESSES

- Lack of Process
- Ineffective / Inefficient
- Lack of Buy-In

## PURPOSE

- Defined
- Primed (Repeated)
- Aligned (Person, Team, Organization)

## (NO) PURPOSE

- Not Defined / Not Clear
- Not Communicated / Forgotten
- Sub-Optimized

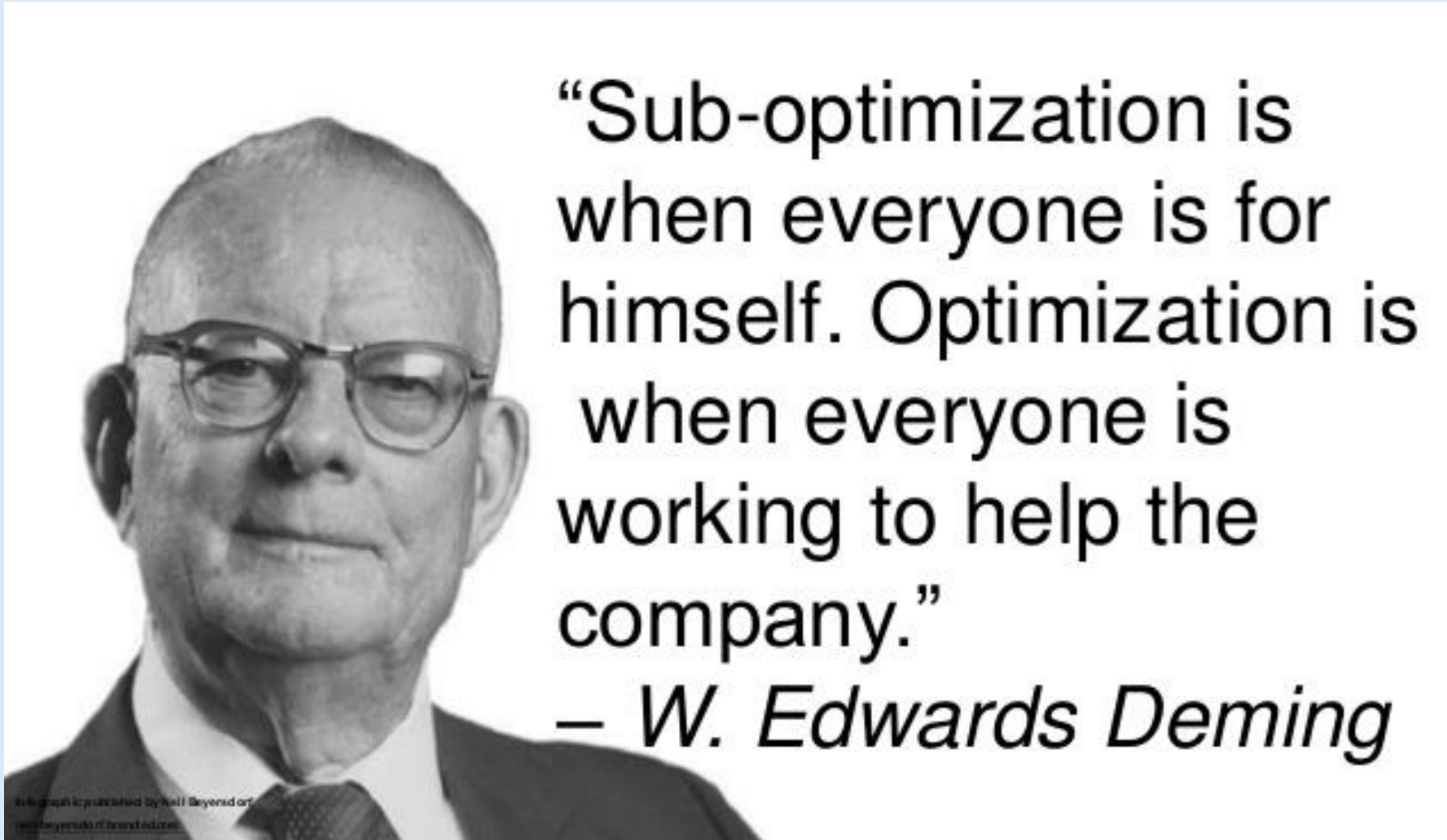
# DISCUSSION

- What would you say is the status of...
  - People
  - Places
  - Processes
  - Purpose



# SUB-OPTIMIZATION

# SUB-OPTIMIZATION



“Sub-optimization is when everyone is for himself. Optimization is when everyone is working to help the company.”

– *W. Edwards Deming*



## SUB-OPTIMIZATION

Improving one component of a system at the detriment of the whole system

# SUB-OPTIMIZATION

- Acute care was frustrated about the direct admit process within the hospital, specifically receiving direct admits from the clinic and ER. Each department had their own process internally but there was a disconnect between the other department processes.

# SUB-OPTIMIZATION

- Acute care was frustrated about the direct admit process within the hospital, specifically receiving direct admits from the clinic and ER. Each department had their own process internally but there was a disconnect between the other department processes.
- ✓ ER – Treat the patients and clear the rooms
- X Acute Care – Unprepared for the patient to arrive
- X Registration – Not accurate Records of Patient

# DISCUSSION

How does Sub-Optimization impact your organization?



# SILOS

Organizations Inside Organizations

# SILOS

- When misalignment occurs between teams / departments / locations inside of an organization.

How do we know if silos exist?

# SIGNS OF SILOS

- “After meetings”
- Lack of communication
- Confusion
- Assigned intent and assumptions



# REMEMBER OUR STORY?

Acute care was frustrated about the direct admit process within the hospital, specifically receiving direct admits from the clinic and ER. Each department had their own process internally but there was a disconnect between the other department processes.

# REMEMBER OUR STORY?

Where is the design flaw? People, Places,  
Process, Purpose?

## ACUTE CARE

People

Good people who care about the patient and the hospital.

## ER

People

Good people who care about the patient and the hospital.

## ACUTE CARE

### Places

Acute Care never meets with ER.

## ER

### Places

ER never meets with Acute Care.

## ACUTE CARE

### Processes

Acute Care has a detailed process for admitting new patients (on their end)

## ER

### Processes

ER has a detailed process for admitting new patients (on their end)

## ACUTE CARE

### Purpose

Acute Care wants to care for the patient.

AC needs information.

## ER

### Purpose

ER wants to care for the patient. ER

needs space and capacity.

Instead of blaming the people, it was time to  
**redesign the machine;**  
specifically, the places and processes.

# REMEMBER OUR STORY?

## Places

We created a place for Acute Care and ER to meet. We started by building the relationship around their common purpose. Then we focused on creating a **common process**.



# REMEMBER OUR STORY?

## Processes

Both Acute Care and the ER had their own processes, but they didn't fit together. The combined team created a common process which improved patient care as well as the relationships between departments.



# DESIGNING YOUR MACHINE

## Best Practices

# Taking Care of People

# PEOPLE BEST PRACTICES

- ✓ Everyone has one supervisor
- ✓ Everyone has a clear and manageable role (no “wonky” org charts)
- ✓ Everyone is capable
- ✓ Everyone wants to succeed (takes ownership)

# Creating a Place

# PLACES BEST PRACTICES

- ✓ Deliberate meeting cadence
- ✓ Effective meetings
- ✓ Clear purpose for meetings
- ✓ Effective communication tools (ex: MS Teams)
- ✓ Clear purpose for communication tools

# Improving the Processes

# PROCESSES BEST PRACTICES

- ✓ Defined and documented processes
- ✓ Processes created by key stakeholders
- ✓ Effective processes
- ✓ Key performance indicators
- ✓ Opportunities for continuous improvement



# Sharing Our Purpose

# PURPOSE BEST PRACTICES

- ✓ Defined Mission (the game you play)
- ✓ Defined Values (the rules of the game)
- ✓ Defined Vision (winning the game)
- ✓ Integrated Mission, Vision, Values (ex: used in hiring, onboarding, training, meetings, metrics, high visibility)



# TAKEAWAYS

# KEY TAKEAWAYS

- Your Organization is perfectly designed to get the results it is getting
- Good organizational/team design can create transformation
- Busting silos starts by creating a “Place” for collaboration

- FREE CONTENT
- People Centric Podcast
- Videos
- Difficult Conversations





QUESTIONS?

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