

Take this to your team

How silos form and what to do this week

How silos actually form

Nobody built your silos. What happened is simpler than that. Each person on your leadership team showed up for their own position instead of for the team. Sales came to represent Sales. Operations came to represent Operations. That's a committee, not a team, and committees protect their areas. You can reorganize the reporting lines all you want. If people still show up for their position, the silos come with them.

What to do this week

1 / ACCOUNTABILITY

Ask what they owe each other.

Next time something is stuck between two teams, don't ask who owns it. Ask what the two of them owe each other on it, and have both leaders answer in the room. It changes who people think they're accountable to.

2 / THE UNSAID

Get the unsaid said.

Open your next leadership meeting with one question: what's one thing about how we work together that nobody is saying? Go around the table. No fixing and no defending, just get it said. Most leaders learn more in those ten minutes than they did all quarter.

3 / ASSUMPTIONS

Separate what you know from what you assume.

Before the next decision that crosses teams, ask each leader to write two columns. What do you know for sure about the other team's position, and what are you assuming? Most of what's blocking you will be in the second column.