Committee on Right of Way, Utilities and Outdoor Advertising Control

2019 Annual Meeting

Chattanooga, Tennessee
April 28–May 2, 2019
Managing Internal Silos
Learning Objectives

• Understand what the usual causes of internal Silos are
• Identify common thinking of those who operate in Silos
• Identify strategies to manage Internal Silos
• Identify personal implementation strategies
Agenda

- Discuss how Silos are formed
- Self Assessment
- Activity
- Strategies to overcome Siloed operations
- My choice
What is a “silo”

- It occurs when departments or management groups do not share information, goals, tools, priorities and processes with other departments. The **silo** mentality is believed to impact operations, reduce employee morale and may contribute to the overall failure of a company or its products and culture.
Managing Internal Silos

- Why are silos a concern?
- How do we get here?
You might operate in a Silo if:

- Your mission statement doesn’t include the organization’s goals
- Staff talk about how busy they are rather than how they meet customer needs
- You develop your “p’s” within your own team
- You become defensive about your “p’s”
Managing Internal Silos

- You can’t break down silos from within silos or from a new silo. This, of course, is a specific case of Albert Einstein’s famous observation: We cannot solve our problems with that same thinking that we used when we created them.

Managing Internal Silos

• “Government is a bunch of hardworking people, trapped in dysfunctional systems, who produce invisible things for people who do not want them, on behalf of others who do, for reasons we rarely articulate and can hardly measure.” Ken Miller
CDOT Process Improvement

• Everyone, Every Day, Improving Every Process and Every Product, To Benefit Every Customer
Value Process Mapping

- Is a technique used to document, analyze and improve the flow of information or materials required to produce a product or service for a customer.
Value Process Mapping

- Understand the work flow, customer, and profit of the entire organization
- Understand the relationships and connections necessary to produce efficiently
- You can’t change the boxes/reorganize often enough to fix the problem!
Managing Internal Silos

Activity
Managing Internal Silos

- Simply put: organizations, both public and private, are collections of systems. Systems are processes (including the inputs, suppliers, and employees who work in the processes) that produce widgets for customers in order to achieve some desired result or outcome. The way we improve an organization is to improve its systems. Ken Miller from Edwards Deming
Peter Drucker’s three key questions:

- #1 – *What is our Business?*
- #2 – *Who is our Customer?*
- #3 – *What does our Customer consider Value?*
Our business is our widget…

- Something created by work, which can be given to someone else to achieve a desired outcome.

- Widgets must meet the following four rules:
  - Widgets are things – cars, permits, contracts, licenses, NOVs
  - Widgets are deliverables – rules, regulations, articles, pamphlets
  - Widgets can be counted – invoices, permits, vendor lists, meetings
  - Widgets are specific – inspection reports, training classes
Widgets are...

- Widgets come in two types: those you can see such as reports, permits, licenses; and those that are invisible such as answers, meetings, assessments.

- Widgets are the link between our “factory” and our customers.
Widgets are...

- **Widgets are deliverables.**
- **Widgets can be counted.**
- **Widgets are specific.**
- I can take credit for my widget!
My widget is:

- the more specific your widget (a utility work plan, a ROW Certification, a billboard permit), the easier it will be to develop meaningful measures, improve customer satisfaction, and focus on outcomes.
Customers:

- End users of our widgets
- The people we had in mind when we designed the widget.
- They will personally use the widget to achieve a desired outcome.
- There could be multiple customers
- The customer is the link between our widgets and our outcomes.
Customers…

- Note that “the public” or taxpayers are only our customers when they use our widgets. More often our customers are those we regulate or the next team in our production of the agencies larger “widget”
Customers:

“One of the things I try to do is to stay obsessed with who we’re serving. The more I start with the guest, the less the way we’re organized is relevant. That’s because when all team members are focused on a customer they solve process, organization and technology issues on their own.”

Executive Vice President and Chief Marketing Officer at Target
Who is my “customer”

- Who is the end user of my widget
- Are my customers satisfied with my widget production

- Am I a customer?
- Am I engaged in their business?
- Am I satisfied with their widget?
Our “profit” = our “why?”

• “Profit is just the private sector’s way of measuring outcomes.”

• Our desired outcome of our overall factory is

• The desired outcome of my section of the factory is
"It's not seamlessness we need in our organizations but good seams: tailored connections between the silos."

from "Bedtime Stories for Managers," by Henry Mintzberg.
Our profit = our why

• How do I tie my daily activities and decisions to delivery of our company’s “why”
• How do I tie my daily activities and decisions to my team’s delivery of our specific why?
Four “Takeaways”

- #1 – Be clear about your main widget(s), and the many small widgets to get you to your “main” widget.
- #2 – Define your customer for each of your widgets.
- #3 – Define your “profit.”
- #4 – Don’t get sidetracked! Work on this: improve your systems for the delivery of specific widgets to your customer, in order to “turn a profit.”
Other suggestions

- Have members do task force work with staff from other groups
- Have Director level Peer group meetings
- Have staff from other groups review your P’s
- Ask for Customer feedback
- Review your Profit/Why quarterly with outsiders and customers
I’m adding Value by:

• From this day forward, I will:
It has been “My Pleasure”

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