



# BREAKING SILOS:

## Collaboration and Innovation in a Matrix Organization

**2019  
Top 5  
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Provider**

- FINANCIAL TIMES

### Learning Objectives

- Understand when and why cross-silo collaboration becomes particularly important for ensuring effective organizational performance and strategy execution
- Discover boundary less solutions and drive a collaboration culture that sticks
- Recognize and learn to bridge the gaps and build leadership capability in ensuring cross-silo collaborations in
  - I. formal organizational structures and systems (e.g., rewards, reporting lines, job descriptions),
  - II. informal systems (e.g., culture and networks), and
  - III. talent (skillsets required to work across silos).

### Who Should Attend:

Directors, Senior Managers and those high potential leaders looking for a broader knowledge of organizational dynamics preparing for a wider organizational role seeking to expand their leadership capability in preparation for future organizational challenges.

General Managers and HR professionals charged with organizational effectiveness are also key roles that are regularly facing the challenges addressed in this dynamic personal and organizational leadership development event.

#### PROGRAM DATE

Hong Kong  
Oct 12 – 14, 2020

#### FEE // US\$5,900

Program fee includes:

- Tuition
- Instructional materials
- All lunches,  
and coffee/snack breaks

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#### WEB

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# BREAKING SILOS

## Overview

A key challenge for senior leadership in Asia is ensuring alignment and effectiveness across operating units and across different regional and country offices, as well as with partner organizations. This intensive 3 day event will address the core components of organizational leadership and effectively build capability both personally and for the organization to break down barriers and support effective communications across borders - be it across business unit silos or across different country operations.

With **Breaking Silos**, participants will gain critical leadership skills to effectively facilitate collaboration across functional, geographical, and organizational boundaries. They will acquire skills to diagnose and design reporting lines and network structures that help share learning and create value, identify and train key personnel to facilitate collaboration across organizational boundaries, create organizational culture to support cross-silo collaboration and deliver most value to the customer.

There are many lessons to be learned from corporate and non-profit entities, mergers or acquisition situations, outsourcing experiences, as well as successful and unsuccessful efforts of many organizations to collaborate across silos in the efforts to become more customer centric. Applying these lessons can effectively change the way you will lead the future of your organization.

## Action-Based Components

Participants shall be requested to share cross-silo collaboration challenges from their own organizations and facilitated project teams shall be supported by the faculty to create real solutions, takeaways and action plans to return to implement.

- Simulations and team activities allow you to practice and hone new techniques and gain immediate feedback from faculty and peers.

# BREAKING SILOS

## Program Focus

To effectively lead and manage in complex environments and meet ever increasing customer demands, you have to ensure effective collaboration across functional and regional pockets of your organization. You also have to ensure you can effectively collaborate across organizational boundaries, whether it is in managing your strategic alliances or absorbing acquisitions. Often structures are not set up to meet with flexibility and changing demands and support systems are not implemented to ensure effective organizational development.

Silos are often barriers to effective organizations and require champions to address them. These champions may be from any function, business unit or project, charged with cross border responsibility (unit or country) or as an influential leader.

Accordingly, the **Breaking Silos** program builds understanding and capability in leadership to tackle these challenges. It also provides a breadth of knowledge and skills to create a culture of collaboration with the correct support to ensure a sustainable environment for efficiency and growth to meet the strategic imperatives of the organization.

## Covered Topics

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### Customer to Strategy to Collaboration

- Clarify your customer-centric strategy and target segments
- Identify critical paths for strategic collaboration
- Analyze critical paths for collaboration and identify key silos in your organization

### Aligning Structure and Processes for Collaboration

- Align organizational design to enable strategy execution
- Design structures, processes and incentives for collaboration

### Developing a culture of collaboration

- Identify the norms, routines, and beliefs that enable collaboration across organizational silos
- Develop strategies for building a culture of collaboration

### Leveraging Relationships to Break Silos

- Identify how to build and manage internal networks for collaboration
- Develop strategies for leveraging external networks for innovation

### Managing Talent for Collaboration

- Develop a talent management system to advance organization collaboration
- Identify impact on employee selection and performance management systems

### Building Your “Breaking Silos” Strategy

- Identify critical collaboration paths and barriers to collaboration
- Develop strategies and tactics for breaking down organizational silos
- Presentations and group feedback
- Develop 21-day action plan for breaking silos at your organization

# BREAKING SILOS

## Takeaways

- Learn how to realize the benefits and manage the risks of collaboration across silos within and across organizations;
- Understand how to
  - manage organizational structures and processes for collaboration across silos;
  - develop individual leadership capabilities for ensuring collaboration across silos.
- Influence without formal authority in cross-silo collaboration scenarios where formal lines of authority are either non-existent or vaguely defined;
- Manage collaboration across organizational boundaries; and,
- Manage diverse teams in collaborating across different unit boundaries and organizational boundaries



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## Program Faculty



### Maxim Sytch

*Sanford R. Robertson Assistant Professor of Business Administration  
Assistant Professor at the Department of Management & Organizations,  
Stephen M. Ross School of Business,  
University of Michigan*

Professor Sytch is an associate professor and a Michael R. and Mary Kay Hallman Fellow in the management and organizations department at Michigan Ross. Selected as one of the “40 Best Business Professors Under 40 in the World” by Poets & Quants in 2014, Sytch is an expert on leadership, strategy, and organizational issues.

Professor Sytch’s recent research focuses on how networks of collaboration and conflict within and between firms affect individual and organizational outcomes. His work has been published in a variety of leading academic journals and covered in Bloomberg Businessweek, Reuters, Harvard Business Review, and Yahoo News. His study examining dynamics of influence in patent infringement litigation won the Best Paper Award from the Organization and Management Theory Division of the Academy of Management.

In 2014, Sytch won the Ross Executive Education Teaching Impact Award for open enrollment programs. He also advises and speaks to corporations worldwide, including engagements with Bank of America, Bank Mandiri, Chicago Public Schools, Chrysler-Fiat, Grainger, Masco, Morgan Stanley, NextGen, Novartis, Oracle, PPG, Qualcomm, Ronald McDonald House Charities, Schneider Electric, and TRW.

Sytch holds a PhD from the Kellogg School of Management at Northwestern University, where he was also a lecturer within the management and organizations department. Prior to entering academia, Sytch worked in the financial sector for Merrill Lynch and the Central Bank of the Russian Federation.