Deconstructing Silos: Visualizing the Flows and Forces of Organizational Gridlock

Times shown in: Eastern Daylight Time and Coordinated Universal Time

Between 2016 May 16 12:00 and 2016 May 17 01:00

25 people sent 275 messages containing #orgdna

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Here's a thought: Silos are not inherently bad.  https://t.co/1jmAvd5p5n #orgdna

Great post, Scott!! Wish you'd shared it earlier, we could have incorporated. Some excellent points here.. #orgdna https://t.co/OYKxPhML7f

RT @d_scott @de_strategist "Entire system has t/b talked about, diagrammed, its connections understood, for a silo to be healthy." #orgdna

This starts now. Come join in on the fun. #orgdna https://t.co/V64bRoKpa6

Hey Noah, so glad u could join us!! #orgdna https://t.co/e6FwZ4HZKs

@sourcepov thanks, Chris! Appreciate the welcome. Eager to explore. #orgdna https://t.co/K7hVCnm3jA

Hello, Christy!! So glad u could make it out tonight. Quick intro's and we'll jump right in.. #orgdna https://t.co/a0KAddzBYB

@sourcepov LOL...there certainly will be. #orgdna https://t.co/aQaRE872yy

Howdy, team! Noah Sparks, community igniter here. I'm tackling comms environment design strategy for @carpooldigital customers. SLC. #orgdna

@d_scott Like this: Are silos really responsible for not sharing information? Do those behaviors happen in any type of structure? #orgdna

Hey Robin!! glad u are here at least in part. Experience tells me there w/b many more NBA games #justsayin #orgdna https://t.co/K7hVCnm3jA

Hello, Christy!! So glad u could make it out tonight. Quick intro's and we'll jump right in.. #orgdna https://t.co/a0KAddzBYB

@d_scott @de_strategist Like this? #orgdna https://t.co/pm5ofrcmMg

Lots to discuss tonight, we'll move straight into our Q's. Our framing on "Deconstructing Org Silos" w/ @sourcepov & the crew, hope you've refilled your #coffee #orgdna

@d_scott m/b you can bring some of the "healthy silo" elements into tonight's convo? Def would add value .. #orgdna https://t.co/V6396vumDM

WELCOME TO #ORGDNA tonight on "Deconstructing Silos" w/ @sourcepov & the crew, hope you've refilled your #coffee

DNA of Collaboration @collabdna

At #orgdna we always start w/ quick introductions .. please share a bit about yourself, while we tee up the conversation

DNA of Collaboration @collabdna

#MotivationalListener based in Corvallis Oregon. https://t.co/f4qplmQ1Q1 #orgdna

Christy in Guelph, Canada. One of the OD geeks at https://t.co/aQaRE872yy. Thinking about systems and systems thinking! #orgdna

Hello! I am a #MotivationalListener based in Corvallis Oregon. https://t.co/f4qplmQ1Q1 #orgdna

@sourcePOV @d_scott @de_strategist Like this? #orgdna https://t.co/pm5ofrcmMg

Lots to discuss tonight, we'll move straight into our Q's. Our framing on "Deconstructing Org Silos" >> https://t.co/V6396vumDM << #orgdna

@d_scott love the personal brand! Really enjoyed a podcast with @davidbhutchens about storylistening. #orgdna

@sourcepov @d_scott @de_strategist Like this? #orgdna https://t.co/pm5ofrcmMg

And btw 'deconstructing' as in breaking down, learning abt .. understanding. No core intent to 'get rid of' #orgdna https://t.co/2TyvEwl18e

Altho +90% of the 'sil' references in my career have been negative .. c/b hard not to "pile on" so to speak .. :) #orgdna

Bruce here in the heart of Jersey. MA Complexity from U Western Sydney

@sourcePOV glad to join you all tonight in the #orgdna chat. Bruce here in the heart of Jersey. MA Complexity from U Western Sydney
22:08:50  mark britz  @britz  Mark Britz in #Syracuse. Falling deeper into the Org Design void. Tuning in as long as my tired eyes can remain open #orgdna

22:08:51  Orgnet, LLC  @orgnet  @sourcePOV Have you seen Spaces? Just released by Google today... place to have > 140 convos with small groups + URLs & graphics #orgdna

22:08:57  Christy Pettit  @odguru  @sourcePOV There is a lot of magical thinking around silos. If we could just break them down all would be well. #orgdna

22:09:17  Bruce Waltuck  @complexified  Yes RT @orgnet @sourcePOV @d_scott @de_strategist Like this? #orgdna https://t.co/h10OYcdm7g

22:09:30  DNA of Collaboration  @collabdna  Q1. Discuss reducing variance to drive improvement. Is that a reinforcing flow? Does it cause silos to form & harden? #orgdna

22:09:50  D. Scott Smith  @d_scott  RT @collabdna: Q1. Discuss reducing variance to drive improvement. Is that a reinforcing flow? Does it cause silos to form & harden? #orgdna

22:09:57  Dr. Robin Johnson  @SavvyOD  RT @collabdna: Q1. Discuss reducing variance to drive improvement. Is that a reinforcing flow? Does it cause silos to form & harden? #orgdna

22:10:01  Christy Pettit  @odguru  @britz Right there with you, man. Structure/design is def one of the hardest things we do. That and getting ppl to play nice... #orgdna

22:10:03  Mike Baldwin  @mikey3982  @sourcePOV thinking that often silos have different contexts with no overall mechanism for interconnection. #orgdna

22:10:24  Noah Sparks  @noahsparks  @orgnet @sourcePOV tried to play with it earlier but wasn't available. How do you like it? Anything unique? #orgdna

22:10:27  Chris Jones  @sourcePOV  .@orgnet welcome Valdis !! and no, not to spaces yet; is it like G+ posts? #orgdna

22:10:48  Bruce Waltuck  @complexified  @britz waving to Syracuse... Both my home town, and SU, my alma mater. #orgdna via #MaxwellSchool

22:11:24  Chris Jones  @sourcePOV  Oh gosh, it's Mike, great to see u .. !! you must be stateside .. or .. up very late :) #orgdna https://t.co/ECRHO1Zoh1

22:12:02  mark britz  @britz  @odguru Too true. I'm coming to the belief good org design can straighten out much of the probs we see. What is good tho varies #orgdna

22:12:25  Chris Jones  @sourcePOV  .@complexified @britz Bruce & Mark, welcome .. we are just getting started .. "handing out eye toothpicks for us east coasters" :) #orgdna

22:12:41  Bruce Waltuck  @complexified  #orgdna A1: reducing variation as #Deming et al, only in simple or technical/complicated systems. Solutions known or knowable. Not in cmplx

22:12:42  mark britz  @britz  @complexified I remember! How are you Bruce?! #orgdna

22:13:00  Orgnet, LLC  @orgnet  @sourcePOV no... Spaces is like a cross between Slack and DMs... set up with a click, send URL to invitees. Group changes by topic. #orgdna

22:13:01  Christy Pettit  @odguru  @britz IKR? But clients always want to know "best practice structure". It depends sounds lame - but it does!! #orgdna

22:13:50  Chris Jones  @sourcePOV  A1. I have developed a belief .. in ++ diff. corp. envmts. .. that expertise building can start to wall off collaboration .. 1/3 #orgdna

22:14:49  Orgnet, LLC  @orgnet  Silos (prescribed org) on the left Networks (emergent org) on the right #orgdna https://t.co/sqUmsJw8Q1

22:14:54  Bruce Waltuck  @complexified  #orgdna A1b: constraints to stifle variation, if strong enough, will create silos & wreck adaptive capacity. Requisite Variety & Vorticity

22:15:16  Dr. Robin Johnson  @SavvyOD  @odguru @britz I get around that “BPS” discussion by pointing out culture differences. What works for others may not work for yours. #orgdna

22:15:20  Chris Jones  @sourcePOV  A1 .. 2/3 .. as the focus on excellence within the functional area can cause that chunk of the org (dept., etc.) to sub optimize .. #orgdna

22:15:20  mark britz  @britz  @odguru best principles over practices, frameworks not formulas I like to say! #orgdna
Q2. Discuss feedback constraints. In the name of focus and specialization, how
than another, b/c of expertise, location, etc #orgdna /yep

RT @SavvyOD: In silos you often find that the leader leans more toward one silo
along! I have read some of Turning to One Another. #orgdna
toward particular silo & create linkage aX the silo #orgdna
To reduce variation in process, the leader may have to let go of their own bias
#mustread in this space .. #orgdna
Absolutely Mike, the lack of silo interconnection is a huge issue, imo, and we'll
tee that up in Q2 & Q3 #orgdna https://t.co/ECRHO1Zdh1

@noahsparks re Meg Wheatley- I find "A Simpler Way" even more useful,
prescribed links. #orgdna
Absolutely. In fact it was Bruce who hooked me up w/ "A Simpler Way" .. a
right #orgdna https://t.co/sqUmsJw8Q1

#orgdna

Any other #MargaretJWheatley fans? #orgdna

As mentioned earlier, silos are necessary to some degree. The key is in getting a
leader strong enough to lead aX silos. #orgdna

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tee that up in Q2 & Q3 #orgdna https://t.co/ECRHO1Zdh1

@sourcePOV & the crew, hope you’ve refilled your #coffee

Oh gosh, many here are big fans of M.Wheatley & @jhagel both .. have discussed
b/c of expertise, location, etc.

"Leadership and the New Science." #orgdna

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tee that up in Q2 & Q3 #orgdna https://t.co/ECRHO1Zdh1

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leader strong enough to lead aX silos. #orgdna

Great point, Robin !! Can you expand on the #leadership required? Couldn’t
agree more re: need #orgdna

Yes! As inside steam boiler (true!) RT @orgnet Edge of chaos is the place to be!
#orgdna

I think we can/should def. suspend silo bashing tonight. That isn't intent of
tonight's frame. As was shared, easy to do .. #orgdna

Great point, Robin !! Can you expand on the #leadership required? Couldn’t
agree more re: need #orgdna

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leader strong enough to lead aX silos. #orgdna

Great point, Robin !! Can you expand on the #leadership required? Couldn’t
agree more re: need #orgdna

RT @britz @odguru best principles over practices, frameworks not formulas I

Silos are always connected! But, not always by prescribed links. #orgdna

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a1. Filtering out all impurities can leave things tasteless, sterile. Perfection is
unsustainable in a world of ever change #orgdna

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Oh gosh, many here are big fans of M.Wheatley & @jhagel both .. have discussed
b/c of expertise, location, etc.
Bruce Waltuck @complexified
@odguru exactly Christy, re Dave's work. Likewise his his 2003 Article with C. Kurtz. Presence of the complicated & complex #orgdna

Jamie Billingham @jamiebillingham Sliding in late - what'd I miss? #orgdna

Dr. Robin Johnson @SavvyOD In org design we're always looking for linkages. How we get groups to share information. An alignment leader can help with that. #orgdna

Noah Sparks @noahsparks @sourcePOV Yippy! I have found my place in the universe!! :D #orgdna

Bruce Waltuck @complexified @noahsparks Turning is great too. #orgdna

Dr. Robin Johnson @SavvyOD RT @collabdna: Q2. Discuss feedback constraints. In the name of focus and specialization, how can this hurt adaptability? #orgdna

Chris Jones @sourcePOV Or personal bias? Close relationships? Not that it's bad. But often it can lead to mental inbreeding, imo #orgdna https://t.co/CP3ZgNkG6

Bruce Waltuck @complexified @sourcePOV @jhagel @noahsparks Ralph Stanley- and the Clinch Mt. Boys?: -( or perhaps R. Stacey?) #orgdna

Dr. Robin Johnson @SavvyOD RT @sourcePOV: Or personal bias? Close relationships? Not that it's bad. But often it can lead to mental inbreeding, imo #orgdna https://t.co/CP3ZgNkG6

Bruce Waltuck @complexified @sourcePOV: Oh gosh, many here are big fans of M.Wheatley & @jhagel both .. have discussed both authors many times at #orgdna https://t.co/SPJ5dX6Nq0

Bruce Waltuck @complexified @sourcePOV: Absolutely. In fact it was Bruce who hooked me up w/ "A Simpler Way" .. a #mustread in this space .. #orgdna https://t.co/sB8kD6N3sQ

Dr. Robin Johnson @SavvyOD @sourcePOV Absolutely Chris. Relationship has a lot to do with. #orgdna

Professor Red Owl @ProfRedOwl We look for the linch-pins in the organization #orgdna https://t.co/CvKzv71No

Orgnet, LLC @orgnet RT @orgnet: Silos (prescribed org) on the left Networks (emergent org) on the right #orgdna https://t.co/sqUmsJw8Q1

Chris Jones @sourcePOV A2. Feedback in #systemthinking is fundamental balancing mechanism. In rigid silos, I fear it breaks down #orgdna https://t.co/fCbiilMJa1

Bruce Waltuck @complexified @jamiebillingham missed a bunch of greetings, and some good exchanges re silos, constraints, adaptive capacity n stuff :-) Hi! #orgdna

Professor Red Owl @ProfRedOwl RT @orgnet: Edge of chaos is the place to be! #orgdna https://t.co/URFjKvYeAE

Dr. Robin Johnson @SavvyOD Decision-rights, linkages, & accountability are all affected by communication or lack thereof. #orgdna https://t.co/jFRoIgt96H

Jamie Billingham @jamiebillingham @complexified Hi Brice :-D Long time no chat! Hope you are well. #orgdna

Bruce Waltuck @complexified RT @orgnet: We look for the linch-pins in the organization #orgdna https://t.co/CvKzv71N0

Orgnet, LLC @orgnet @complexified Yes Ralph Stacey... damn spell-check! #orgdna

mark britz @britz @SavvyOD at its core org design is just about communication isn’t it? #orgdna

Professor Red Owl @ProfRedOwl @britz

Orgnet, LLC @orgnet

Chris Jones @sourcePOV

Bruce Waltuck @complexified

mark britz @britz

Dr. Robin Johnson @SavvyOD

Jamie Billingham @jamiebillingham

Christy Pettit @odguru

Jamie Billingham @jamiebillingham
YES. And correct me. But isn't the leader best positioned & thus responsible for fostering silo x-connects? #orgdna

#orgdna A2: re feedback- how constrained are agents in the system to act? Do power dynamics overcome feedback & adaptive ability?

But at least you are HERE :) welcome Jamie. we are on Q2, feedback (or lack of). in the org silo context #orgdna

@orgnet any chance you have a link to Ralph Stanley? Search turns up a bluegrass artist (which I'm not opposed to in the least). #orgdna

@orgnet well Stacey I was lucky to meet a couple of times. Ralph Stanley... Great bluegrass but never met. :-) #orgdna

#orgdna A2: re feedback- how constrained are agents in the system to act? Do power dynamics overcome feedback & adaptive ability?

We'd hope so, right? #orgdna

RT @odguru: @orgnet Yes! Weick's work on loose coupling and sensemaking = revelation to a younger me... #orgdna

Interlocking nodes in the org... silo-spanners! #orgdna

Jamie Billingham @jamiebillingham @sourcePOV I think the leader is responsible for fostering all culture incl. com culture, sharing, transparency, etc. #orgdna

Are u just joining #orgdna tonight? This is the 2d in a 3-pt series on #systemthinking, we are looking at flows/forces of the org silo

@sourcePOV “leader” needs to be clarified. In orgs mgmt = leader but not always or often when it comes to completing work #orgdna

@sourcePOV i’d say ADAPTIVE leaders well-positioned to ENCOURAGE exchanges & collaborations. Exploration w/out fear. #orgdna

RT @orgnet: Interlocking nodes in the org... silo-spanners! #orgdna

@britz That’s true Mark. Can be a huge difference, though the titles are often interchanged. #orgdna

From Cabrera’s new book #orgdna #systemthinking Leaders need to be splunkers & silo busters https://t.co/ykIj3W9bOw

Ralph Stacey -- Managing the Unknowable (wow, gone up in price!) #orgdna

And the diagram in the framing post underscores the implications of Q1-Q3. #orgdna

@britz @sourcePOV and...formal “leader” isn’t always the power/info/action hub. Culture eats strat for breakfast. #orgdna

From Cabrera’s new book #orgdna #systemthinking Leaders need to be splunkers & silo busters https://t.co/ykIj3W9bOw

Cheap used copies: RT @orgnet Ralph Stacey -- Managing the Unknowable (wow, gone up in price!) #orgdna

Q3. Discuss communication constraints in organizational silos. Does this cause calcification? Reduced resilience (aka, fragility)? #orgdna

Ralph Stacey -- Managing the Unknowable (wow, gone up in price!) #orgdna

@britz @sourcePOV exactly. In last org CEO/Pres weak in comparison to business unit leaders #orgdna
22:33:08 Chris Jones @sourcePOV Agree, not always the formal leader. But a change agent/catalyst who models leadership re: adapting .. #orgdna https://t.co/8iCJQ9oPvX

22:33:23 D. Scott Smith @d_scott A3 HP Founders had free coffee stations for employees; not because they liked coffee, rather to encourage serendipitous connection #orgdna

22:33:23 Professor Red Owl @ProfRedOwl RT @orgnet: Interlocking nodes in the org... silo-spanners! #orgdna https://t.co/TykDxaOzvJ

22:33:58 Christy Pettit @odguru Communication constraints I see are usually skill and the speed of change. Often not going well IN silo as well as between them... #orgdna

22:33:38 Jamie Billingham @jamiebillingham RT @odguru: Communication constraints I see are usually skill and the speed of change. Often not going well IN silo as well as between them...

22:33:39 Bruce Waltuck @complexified #orgdna A3: yes. And yes. Free flow of communication provides what Vlad Dimitrov calls "Requisite Vorticity" >>adaptive capacity

22:33:47 Dr. Robin Johnson @SavvyOD Q3: Honestly, I believe silos are able to exist b/c of lack of communication. #orgdna

22:34:01 Dr. Robin Johnson @SavvyOD RT @complexified: #orgdna A3: yes. And yes. Free flow of communication provides what Vlad Dimitrov calls "Requisite Vorticity" >>adaptive c...

22:34:28 Jamie Billingham @jamiebillingham RT @odguru Communication constraints I see are usually skill and the speed of change. That leads right into my communing metaphor #orgdna

22:34:29 mark britz @britz A3. Hierarchical communication flow is crippling. Even when not overly rigid, the act of including uninformed in flow slows action #orgdna

22:34:34 Chris Jones @sourcePOV Great point Christy. Silo comm challenges intra-silo or inter-silo (x-connecting); seems latter ++impact? #orgdna https://t.co/ANUbAitG8I

22:34:31 Bruce Waltuck @complexified Pattern reinforcement. Attractors. RT @SavvyOD Q3: Honestly, I believe silos are able to exist b/c of lack of communication. #orgdna

22:34:48 Dr. Robin Johnson @SavvyOD RT @complexified: Pattern reinforcement. Attractors. RT @SavvyOD Q3: Honestly, I believe silos are able to exist b/c of lack of communicati...

22:35:00 mark britz @britz RT @SavvyOD: Q3: Honestly, I believe silos are able to exist b/c of lack of communication. #orgdna / exactly. They are sustained by the lack

22:35:12 Jamie Billingham @jamiebillingham Silos exist due to lack of coms and because of exclusionary coms practices. Sometimes there is lots of coms but not right format #orgdna

22:35:12 Noah Sparks @noahsparks A3: Realized recently from observation that communication constraints place all on unequal footing and inhibit agility. #orgdna

22:35:16 Chris Jones @sourcePOV A3. Absolutely Mark. Imo this signals classic bureaucracy .. where information flow & change has stagnated #orgdna https://t.co/WT8tJ8wkjXJ

22:35:37 Orgnet, LLC @orgnet A3: Emergence adds some redundancy which helps resilience. In 90s, w/BPR /TQM, we tried to get rid of redundancy, now we want some. #orgdna

22:35:39 Noah Sparks @noahsparks RT @jamiebillingham: Silos exist due to lack of coms and because of exclusionary coms practices. Sometimes there is lots of coms but not ri...

22:35:50 Dr. Robin Johnson @SavvyOD RT @britz: A3. Hierarchical communication flow is crippling. Even when not overly rigid, the act of including uninformed in flow slows acti...

22:35:59 Jamie Billingham @jamiebillingham @orgnet TQM - haven't heard that in a while ... although lots of orgs probably doing something similar with different name #orgdna

22:36:55 D. Scott Smith @d_scott A3 We see Silos as negative when jealous territorialism exists; Beneficial when they are Centers of Excellence #orgdna

22:36:56 Christy Pettit @odguru @orgnet Really important point Valdis. Still lots of reticence 2 build in redundancy. In my experience a MUST for success in #agile. #orgdna

22:37:18 DNA of Collaboration @collabdna Rounding the turn for home, Q4? . We'll go a little later tonight, maybe 11:15pET, 8:15pPT .. a few folks joined us late :) #orgdna
22:47:26 mark britz @britz RT @d_scott: A3 We see Silos as negative when jealous territorialism exists; Beneficial when they are Centers of Excellence #orgdna

22:47:50 Chris Jones @sourcePOV Classic org redundancy m/b x-training & succession planning. Are u talking more direct & engaged option? #orgdna https://t.co/vcVKPj56UN1

22:48:31 Bruce Waltuck @complexified @orgnet re Emergence & redundancy-- too much treating truly complex as if it was complicated/technical. Believe Deming knew. #orgdna

22:48:45 Jamie Billingham @jamiebillingham A4 - model, teach, foster, reward working out loud - especially when you have staff/teams that are highly specialized #orgdna

22:49:20 Bruce Waltuck @complexified @jamiebillingham @orgnet re TQM.. much good in #Deming. Profound Knowledge. No annual appraisals. Improve the system. #orgdna

22:49:48 Orgnet, LLC @orgnet @jamiebillingham Was involved w/ TQM -- Total Quality Management in the late 1980s-1990s. Works great for some jobs, not all. #orgdna

22:50:15 Orgnet, LLC @collabdna Q4. What steps can a manager/leader (change catalyst) take to allow a silo’s quality & specialization while avoiding silo rigidity? #orgdna

22:50:26 Dr. Robin Johnson @SavvyOD RT @collabdna: Q4. What steps can a manager/leader (change catalyst) take to allow a silo’s quality & specialization while avoiding silo ri...

22:50:25 mark britz @britz a3. Comms won’t improve with technology alone. When trust is absent, social platforms are at worst a ghost town. At best frivolous #orgdna

22:50:26 Jamie Billingham @jamiebillingham I didn’t hate TQM - except for the box it came in and the lack of sharing them widely - across team, depts. #orgdna

22:50:49 D. Scott Smith @d_scott @complexified We can *still* learn a lot from #Deming. @complexified @jamiebillingham @orgnet #orgdna

22:50:57 D. Scott Smith @d_scott RT @britz: a3. Comms won’t improve with technology alone. When trust is absent, social platforms are at worst a ghost town. At best frivo...

22:51:15 Jamie Billingham @jamiebillingham Absolutely @d_scott We can *still* learn a lot from #Deming. @complexified @orgnet #orgdna

22:51:24 Bruce Waltuck @complexified @orgnet @jamiebillingham ditto: created/led USDOL quality improvement init. 1989-94. Need Complexity perspective too. #orgdna

22:51:44 mark britz @britz MT @collabdna: Q4. What steps can a manager/leader take to allow a silo’s quality & specialization while avoiding silo rigidity? #orgdna

22:51:49 D. Scott Smith @d_scott @orgnet #orgdna Truth! @britz Andy Rooney noted computers don’t make writing better, they just make it easier. #orgdna

22:51:56 Jamie Billingham @jamiebillingham I have seen this over and over. And over. Sadly, the offending corps must remain nameless :) lol #orgdna https://t.co/Hmp5PiuLT9

22:52:16 Orgnet, LLC @orgnet Nodes at the edges NOT involved in coordinating between departments/teams. #orgdna https://t.co/TdWLYr8N

22:52:17 Jamie Billingham @jamiebillingham RT @britz: a3. Comms won’t improve with technology alone. When trust is absent, social platforms are at worst a ghost town. At best frivolo...

22:53:11 Bruce Waltuck @complexified #orgdna A4: reward not "success" but trying, (re)learning, adapting together, more trying. Document all like Lewis & Clark. No fear.

22:53:56 Dr. Robin Johnson @SavvyOD @orgnet #orgdna A4: Create a system that rewards for collaboration and not competition. #orgdna

22:54:00 Chris Jones @sourcePOV @d_scott A4. << Ah yes, moving to synthesis. Glad we had time. A page from Decartes. Kant. Fichte. >> What are we learning? #orgdna

22:54:14 Jamie Billingham @jamiebillingham A4 - I repeat - work. out. loud. Leaders that do it, model it, reward it, teach it can remove silos quickly. #orgdna

22:54:21 D. Scott Smith @d_scott RT @SavvyOD: A4: Create a system that rewards for collaboration and not competition. #orgdna

22:54:22 Bruce Waltuck @complexified @jamiebillingham @orgnet totally agree, Scott! He was so much more than SPC/TQM! Brilliant OD theorist. #orgdna #Deming
22:55:12 Jamie Billingham
02:55:12 @jamiebillingham
Yes @complexified A4: reward not "success" but trying, (re)learning, adapting together, more trying. ... #orgdna

22:55:28 Orgnet, LLC
02:55:28 @orgnet
Yes! A structure w/NO redundancy is a hierarchy! Need redundancy/emergence for adaptability/learning. #orgdna https://t.co/qWyDdqGowB

22:55:29 mark britz
02:55:29 @britz
RT @SavvyOD: A4: Create a system that rewards for collaboration and not competition. #orgdna /hear, hear!

22:55:38 D. Scott Smith
02:55:38 @d_scott
Reward Failure. Eddie Obeng Ted Talk: https://t.co/m8a4yzWw1 #orgdna

22:55:57 Orgnet, LLC
02:55:57 @orgnet
RT @complexified: @orgnet re Emergence & redundancy-- too much treating truly complex as if it was complicated/technical. Believe Deming k...

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RT @orgnet: Yes! A structure w/NO redundancy is a hierarchy! Need redundancy/emergence for adaptability/learning. #orgdna https://t.co/oWxDlaGowB

22:56:03 Chris Jones
02:56:03 @sourcePOV
A4. The catalyst must challenge the status quo. Silo thinking c/b strong & top down influential. Can’t change culture w/o exec help #orgdna

22:56:17 Dr. Robin Johnson
02:56:17 @SavvyOD
RT @orgnet: Yes! A structure w/NO redundancy is a hierarchy! Need redundancy/emergence for adaptability/learning. #orgdna https://t.co/oWxDlaGowB

22:56:17 Bruce Waltuck
02:56:17 @complexified
RT @d_scott: Reward Failure. Eddie Obeng Ted Talk: https://t.co/m8a4yzWw1 #orgdna

22:56:41 Dr. Robin Johnson
02:56:41 @SavvyOD
RT @sourcePOV: A4. The catalyst must challenge the status quo. Silo thinking c/b strong & top down influential. Can’t change culture w/o ex...

22:57:09 mark britz
02:57:09 @britz
@d_scott tech does as it always has; extends, expands and/or makes easier the human condition #orgdna

22:57:46 Chris Jones
02:57:46 @sourcePOV
A4 .. and said catalyst must have visible support, can’t be a renegade, those get gunned down or ignored. It’s a battle out there :) #orgdna

22:57:46 Jamie Billingham
02:57:46 @jamiebillingham
And the exec has to not just espouse - has to model it.. eat the broccoli as it were. Really its just basic parenting. #orgdna

22:58:26 D. Scott Smith
02:58:26 @d_scott
Indeed Mark. Tools are as good as the artisan. #orgdna https://t.co/GxqSPbX8oR

22:58:26 Paul
02:58:26 @Shamlet
@collabdna #orgdna A4. Demonstrate that building links beyond the silo can strengthen/reinforce quality and specialization--

22:58:48 Orgnet, LLC
02:58:48 @orgnet
RT @d_scott: Truth! @britz Andy Rooney noted computers don’t make writing better, they just make it easier. #orgdna

22:59:00 mark britz
02:59:00 @britz
MT @sourcePOV: A4 .. and said catalyst must have visible support, can’t be a renegade, those get gunned down or ignored... #orgdna

22:59:18 Jamie Billingham
02:59:18 @jamiebillingham
RT @britz: MT @sourcePOV: A4 .. and said catalyst must have visible support, can’t be a renegade, those get gunned down or ignored... #orgdna

22:59:52 Jamie Billingham
02:59:52 @jamiebillingham
True dat @britz A4 .. and said catalyst must have visible support, can’t be a renegade, those get gunned down or ignored #orgdna

23:00:12 DNA of Collaboration
03:00:12 @collabdna
Before u start packing to go, think about next month, to wrap up our 3-mo #systemthinking series; also, what’s on tap Q3 July-Sep? #orgdna

23:00:25 Orgnet, LLC
03:00:25 @orgnet
Yup... Sociology much more important than Technology in organizational communication. #orgdna https://t.co/pq3Oazb6Ut
@SavvyOD: A4: Create a system that rewards for collaboration and not competition. #orgdna

I really want to dig into the thinking part of systems thinking - please :-) #orgdna

@britz: @Shamlet @collabdna it appears time to mention #Wirearchy as it all seems come around to it :) #orgdna

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Yes! @britz @Shamlet @collabdna it appears time to mention #Wirearchy as it all seems come around to it :) #orgdna

Yup... Sociology much more important than Technology in organizational communication. #orgdna https://t.co/pq3Oazb6Ut

Sociology much more important than Technology in organizational communication. #orgdna https://t.co/pq3Oazb6Ut

Wonderful conversation from generous minds...thank you! Grateful to connect with a few new folks tonight. Cheers! #orgdna

A4. The catalyst must challenge the status quo. Silo thinking c/b strong & top down influential. Can’t change culture w/o ex...

Q5. We’ve talked reinforcing loops, feedback, comms. What’s missing in our Org Silo visual? >> https://t.co/V6396vumDM #orgdna

@odguru Hey Christy :-) Thought I saw you stream by :-) #orgdna

@collabdna stocks and flows? #orgdna

I must call it a night. Glad to have hung with such smart, thought provoking folks tonight in #orgdna Thanks all!

@odguru I am here... thinking. :) #orgdna

Flows are definitely there. Stocks are somewhat implied. Those ST diagrams get complex quickly, yes? #orgdna https://t.co/MoRZUs57Hx

@odguru lol, ya, this chat has the very same effect on me. #orgdna

A5: I think accountability is missing. Lots of orgs are accountability averse. #orgdna

A5: the problems created by the silos are not addressed and no one is disciplined for the lack of comm, collab, etc. #orgdna

@sourcePOV I am so into the Cabrera models right now - the ones are fading a bit as I make room for new ones lol #orgdna

@britz @d_scott great to have you both, Mark & Scott. Huge contributions. We do it again 3rd MON in June, 6/20 😊 #orgdna

Ha! Lot of orgs need AA -- Accountability and Adaptability #orgdna https://t.co/SvefmoBbSp

RT @orgnet: Ha! Lot of orgs need AA -- Accountability and Adaptability #orgdna https://t.co/SvefmoBbSp
Chris Jones @sourcePOV Ah yes, clearly. Accountability. Wonder how we might "flow" that .. if it's a stock, etc. #thinking #orgdna https://t.co/ucbgIPjhBm


Dr. Robin Johnson @SavvyOD RT @sourcePOV: Ah yes, clearly. Accountability. Wonder how we might "flow" that .. if it's a stock, etc. #thinking #orgdna https://t.co/ucbgIPjhBm

Jamie Billingham @jambillingham A5 - the system stays on purpose and will remain that way until relationship change in some way - that is hard to diagram :-) #orgdna

Christy Pettit @odguru Thanks all for a great chat - see you next month! Thanks Chris for @collabdna #orgdna

Chris Jones @sourcePOV Goodness. We'll need to hire Valdis to draw that one for us!! :) #orgnet #orgdna https://t.co/JBwWQxPnec

Chris Jones @sourcePOV So long Christy, have a great evening. We'll see u next month. And/or in the planning stream :) #orgdna https://t.co/WYAhdWwjwa

Jamie Billingham @jambillingham Hey b4 you all scatter - I'm doing a session on capacity building through systems thinking next month - need honest feedback #orgdna

EMM @EMendlow RT @SavvyOD: A4; Create a system that rewards for collaboration and not competition. #orgdna

EMM @EMendlow RT @collabdna: Q4. What steps can a manager/leader (change catalyst) take to allow a silo's quality & specialization while avoiding silo ri...

Bruce Waltuck @complexified #orgdna thanks all... Very glad to have been able to join you all for this great time sharing and thinking together!

DNA of Collaboration @collabdna We're just about at our forecast 11:15p ET end time. It's been a great dialog. Please watch for #orgdna transcript via @JohnWLEwis @holosoft

Dr. Robin Johnson @SavvyOD Thanks for the discussion #orgdna. Always excited to discuss #systemsthinking. See you next time.

Orgnet, LLC @orgnet Thanks #orgdna! It was fun and educational... two words that need to go together more often!

Chris Jones @sourcePOV .@SavvyOD @complexified @orgnet @odguru thanks much all .. some strong takeaways tonight .. more to mull over for certain .. #orgdna

Chris Jones @sourcePOV .@shamlet Paul, great to see u tweet in, wish we had more connect time .. m/b next month? Pt. 3/3 re: #systemthinking in #orgdev | #orgdna

Paul @Shamlet @sourcePOV Will be into exam week by 6/20, so looks good! #orgdna is always a great resource whether I'm in the discussion flow or not--

DNA of Collaboration @collabdna Thanks again, everyone. More soon. We do this each 3rd MON 10pET, hashtag #orgdna | see you next month! Framing >> https://t.co/kAPB9UsVR2

William L. Anderson @band RT @orgnet: Silos (prescribed org) on the left Networks (emergent org) on the right #orgdna https://t.co/sqUmsJw8Q1

Chris Jones @sourcePOV .@Shamlet perhaps, but its always better when u are contributing directly. Take care Paul, will ttys :) #orgdna

Noah Sparks @noahsparks Snap! Missed the last bit. My cousin dropped in. I appreciate you all sharing conversion with me. Until next month. :D #orgdna

Dr. Robin Johnson @SavvyOD RT @orgnet: Silos (prescribed org) on the left Networks (emergent org) on the right #orgdna https://t.co/sqUmsJw8Q1

Chris Jones @sourcePOV Please join us. It's always a lively conversation. Night everyone :) #orgdna | #orgdev #leadership https://t.co/UoCtzKcBb

Jamie Billingham @jambillingham Chatting with the amazing #orgdna group make me feel like this sometimes ;-) https://t.co/deqzbSRPEt

Noah Sparks @noahsparks RT @d_scott: Reward Failure. Eddie Obeng Ted Talk: https://t.co/m8a4yzWw1 #orgdna
<table>
<thead>
<tr>
<th>Time</th>
<th>User Name</th>
<th>Message</th>
<th>Link</th>
</tr>
</thead>
<tbody>
<tr>
<td>23:22:36</td>
<td>Chris Jones</td>
<td>@sourcePOV Great insights shared tonight Noah, thanks so much for making the time. Transcript should be posted soon #orgdna <a href="https://t.co/ya4QjuOqeS">https://t.co/ya4QjuOqeS</a></td>
<td></td>
</tr>
<tr>
<td>23:27:15</td>
<td>Noah Sparks</td>
<td>@noahsparks RT @orgnet: Yup... Sociology much more important than Technology in organizational communication. #orgdna <a href="https://t.co/pq3Oazb6Ut">https://t.co/pq3Oazb6Ut</a></td>
<td></td>
</tr>
<tr>
<td>23:27:40</td>
<td>Allison Hornery</td>
<td>@allisonhornery @collabdna Sorry I missed #orgdna - got caught up in a meeting!</td>
<td></td>
</tr>
<tr>
<td>23:58:22</td>
<td>Richard Rosenow</td>
<td>@RichardRosenow RT @orgnet: Silos (prescribed org) on the left Networks (emergent org) on the right #orgdna <a href="https://t.co/sqUmsJw8Q1">https://t.co/sqUmsJw8Q1</a></td>
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<td>00:10:18</td>
<td>Lean Manager</td>
<td>@sharkers RT @SavvyOD: Thanks for the discussion #orgdna. Always excited to discuss #systemsthinking. See you next time.</td>
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<td>00:18:40</td>
<td>Thom Kearney</td>
<td>@thomkearney ALWAYS! RT @orgnet: Thanks #orgdna ! It was fun and educational... two words that need to go together more often!</td>
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<tr>
<td>00:32:53</td>
<td>Matt Manning</td>
<td>@MManningIEI RT @orgnet: Silos (prescribed org) on the left Networks (emergent org) on the right #orgdna <a href="https://t.co/sqUmsJw8Q1">https://t.co/sqUmsJw8Q1</a></td>
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