

Chapter 3

PERFECT PEARLS

There are many ways for a business to minimize its success and only one way for a business to perform to its greatest potential. The continuous pursuit of that best way should consume the talents, energies, and ideas of every person in the organization, every single day.

Mark Glover

In Chapter 2, “Dollars and Sense,” I discussed the concept of the MORE Windows and the important role of Navigators to their organization. In this chapter I will focus on the second functional group, Transmitters, and their role in delivering and driving forward the critical business strategies through their organization.

I would like to begin discussing this functional group by examining the role Transmitters play in organizations and exploring what challenges they face leading the execution of strategic initiatives; managing day-to-day operations; and mediating the needs of customers, Navigators, and Drivers in the pressure cooker called middle management. In Chapter 1, I described Transmitters as directors, managers, or supervisors within an organization. This group of individuals is usually tasked with overseeing the everyday functions of the organization and marshalling the talents and energies of company personnel to meet company and customer needs. They are responsible for procurement, scheduling, integration, cost, quality, human resources, and risk management within the organization while providing feedback on business performance to Navigators. They are tasked with retaining, training, and positioning new human resource talent into the business to grow and improve accomplishments. Finally, Transmitters are charged with building a winning culture and communicating strategic direction and purpose. Their tasks are numerous and complex.

Having spent many years working in various industries as a Transmitter, I have learned several important lessons that must be understood if you are to be successful in this role:

1. You must be a steward of the strategic direction or vision of what the company hopes to become, and the services or products it hopes to provide for customers who will need and want them.
2. You must understand that leadership is not a right; it is an opportunity extended to you by both Navigators and Drivers that you earn and sustain by respecting all people at all levels for the abilities they contribute to help your organization win in its industry.
3. With this opportunity and support, you must carry out a plan for the betterment of all stakeholders in the organization—not just for the betterment of stock holders, for senior leadership, for the union, and for yourself, but for the betterment of everyone.
4. You must be ready and willing to extend or transfer the opportunity of leadership to others.

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To some of you this message seems very basic and logical, but history has taught me that in many companies and in many industries these practices are not commonplace.

In the early to mid-1990s I worked as a contract Field Service Engineer at Allison Transmission, a division of General Motors Corporation (GM), trying to install and qualify a line of CNC equipment. Like many of the GM plants, the labor force was organized under the United Auto Workers (UAW) union, so performing any work or carrying any tools without the supervision and/or permission of UAW plant members was forbidden. I made several trips to Allison Transmission in Indianapolis and to several different plants. I learned early that accomplishing anything there had more to do with winning over the union members and doing whatever was necessary to get the project completed than with other competing needs. Supervisors of the various plants often overlooked or covered up quality issues, poor maintenance, or attendance of UAW members; this was in return for allowing a non-union person to work on their machines while they sat nearby to read the paper or play cards. On one trip, after being written up by the union for working on my equipment without union supervision, I waited four entire business days for an electrician to turn on the power to my machining line. Finally the department supervisor and I began to search several plants for the electrician, only to find him sleeping in a shelter made of boxes in the shipping department. This inability of plant leadership to effectively manage a productive working relationship with the union membership and to work in good faith for all stakeholders allowed the seeds of inefficiency to root.

This inability of Transmitters to cultivate a productive working relationship between Navigators and Drivers within the UAW or GM was not relegated to this plant or these organizations. This same inability to foster productive working relationships in both union and non-union companies and in many industries has neutralized over many decades the very advances and advantages for organizations large and small. In the case of GM and the UAW, the inefficiency of a poor working relationship spread, and as we would all learn the result was not sustainable.¹ General Motors would file for Chapter 11 in Federal Bankruptcy Court in Manhattan in June 2009. General Motors, one of the most admired companies in American history that in the 1970s employed almost 400,000, would employ no more than 40,000 by the end of the bankruptcy proceedings.² The UAW like GM would suffer a similar fate, and by the end of 2009 would retain just above 355,000 members—a shell of its peak membership of 1.53 million in 1979.

As a Transmitter you are without substitute the link between Navigators and Drivers. Your ability to foster solid relationships and mutual respect with both groups is critical. Finding common ground and negotiating the best path forward for everyone in the organization can be a challenging task. As a Transmitter you must understand what Navigators want, what Drivers want, and where their needs intersect. Invariably Navigators and Drivers have a very different vantage point of the business: what work means, what a career

¹<http://www.nytimes.com/2009/06/02/business/02auto.html>, accessed June 29, 2011.

²<http://www.thetruthaboutcars.com/2010/03/uaw-membership-falls-18-percent-to-lowest-level-since-wwii/>, accessed June 29, 2011.

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means, and what success means. These differences are fostered for a bunch of the obvious reasons, including physical, financial, geographic, and childhood circumstances, to name a few. Regardless of how one individual ends up as a Navigator or as a Driver in any profession or organization, there is at some level what I call a hierarchical detachment. This hierarchical detachment is fueled by difference—difference in the way each group is treated by its peers and non-peers within the organization, difference in the way society values each group’s perceived contribution, difference in the information each group receives, and difference in when each group receives the information. My point here is that Transmitters must first understand the differences between these two groups and find a way to balance them. Then Transmitters must develop a strategy that fosters interdependence between Navigators and Drivers to leverage their talents while fulfilling the needs of both groups.

Depending on the size of the organization this can be very challenging. To drive home my point, let’s say you are a plant manager at a Boeing, General Motors, or Hewlett Packard facility. The Drivers in your organization are likely union trade professionals or technical staff who will design, manufacture, or build the parts your customers will use or enjoy. In such a large organization and with several layers of administration between Navigators and Drivers, the status, the perceived value, and the type of information the general manager receives are different for a lathe operator or design engineer or customer service representative. In comparison if you are the president of a hospital your Drivers would include doctors, radiologists, nurses, and other key personnel charged with facilitating patient care. In many hospitals across the country there is a new trend of collaboration between hospital administration and the nurses on staff called shared governance.³ In this case nurses are given a voice in the decision-making process that helps medical institutions run efficiently and profitably while keeping their customers’—patients’—interest in focus.

Therefore, as a Transmitter your task of finding common ground between Navigators and Drivers and linking them to a common purpose will be more difficult in the Boeing, General Motors, or Hewlett Packard example. In the hospital example there is regular interaction, as in the case of shared governance, which is likely to be less challenging. In short, common ground becomes the platform Transmitters leverage to link and energize both sides towards the business plan and company initiatives. With that said, why is this so challenging and why are Transmitters worldwide struggling to fill this important role?

For many decades owners and company presidents have assumed that the power of their financial investments or position within the organization was enough to drive performance of their business and its people. This belief came from the fact that for many decades the power of proprietary knowledge was the chief element and advantage of management. That knowledge could be used authoritatively to direct people without debate from subordinates within their departments or organizations. Individuals worked many years, sometimes thirty or forty, for the same organization, without access to external influences or competing views. With this limited exposure, large portions of the global population

³<http://www.nursingworld.org/MainMenuCategories/ANAMarketplace/ANAPeriodicals/OJIN/TableofContents/Volume92004/No1Jan04/FromBedsidetoBoardroom.aspx>, accessed June 29, 2011.

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became a captive audience and thus were relegated to taking direction from those who supposedly had better information, better knowledge, and a better idea.

Right around the turn of the twenty-first century I was project managing the acquisition of a pain management division of Abbott Laboratory for a medical device manufacturer in the northeast. Abbott's core production facility in North Carolina was to be closed, and all critical assets were to be relocated to our newly expanded facility. Over the next several months I spoke with a wide variety of Abbott leadership and factory staff, many of whom had given twenty-five to thirty-five years of service and effort as we began to close down and relocate portions of the facility. During the initial meetings at their headquarters in Chicago, Abbott's senior staff talked about the erosion of margins and productivity at the facility as one of the main contributors to getting out of this particular market segment. With Abbott's focus on new products they were developing, the liquidation of this product line was to make way for the growth of higher-margin technologies; this was being pitched as a win-win for the company. However, what I discovered was that many of the Transmitters and Drivers at the North Carolina plant had a significant number of ideas on productivity and quality improvements, which I began to write down feverishly during my visits there. Many of the Transmitters and Drivers told me that no one in Senior or plant management had ever asked for ideas that might improve productivity or reduce cost. In fact, over the last twenty years the company had modified the products so many times that the Transmitters and Drivers began to rely almost exclusively on corporate to gauge the performance and competitiveness of their products in the industry. The reality was that the company did not have the pulse of the market, did not challenge or involve those at the plant level, and lost active support of their most valuable resource. But I did not. I would hire several of the key people from this plant and put them to work implementing almost all of the great ideas they had provided me. To no one's surprise their decades of knowledge and ideas contributed to double-digit gains in profitability and a higher-quality product that paved the way for major growth in pain management at our company.

What Transmitters need to understand is that today's Drivers working in organizations have evolved and so too must your approach to leading them. In the past thirty years, the Internet and the mobility of people to acquire broader knowledge have leveled the playing field. The exposure people have today to gather information and knowledge not only at the university level but through research on the World Wide Web and from a shorter tenured and broader range of employment has eliminated the knowledge gap. As technology is penetrating into the various countries and regions of the world, the real impact and its effects on society and the workforce is varied. Developed countries that have seen thirty years of increased information access and broader exposure no longer accept that owners or those in positions of authority necessarily have the better idea. In fact, it's been my experience that the difference in intellectual capacity, business savvy, and a relevant knowledge possessed by individuals at the Navigator, Transmitter, or Driver level is often negligible.

Many of today's leaders struggle as they continue to direct and utilize the same tactics in the manager-subordinate relationship. Navigators direct Transmitters, and in turn Transmitters direct Drivers. The limitation here is that individuals no longer can assume

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leadership roles because of their proprietary knowledge alone. It used to be said that “knowledge is power” and with that power you could control and direct people. When you take away proprietary knowledge as the primary attribute leaders are required to possess, a more modern and refined set of traits and skills emerges: the ability to listen, foster partnerships, cultivate leaders, understand and leverage the difference in individuals, and create an open dialogue across the organization, to name a few. Nowhere are these skills more needed, more exercised, or more critical than in the role of Transmitter. This is true in large part because of the unique role Transmitters play in today’s dynamic organizations. Owners or executive leaders in any organization may in fact possess a significant base of knowledge and industry expertise beyond that of those they are expected to lead in an organization, but no longer can Navigators or Transmitters assume that title or knowledge alone will sway Drivers to follow the proposed direction.

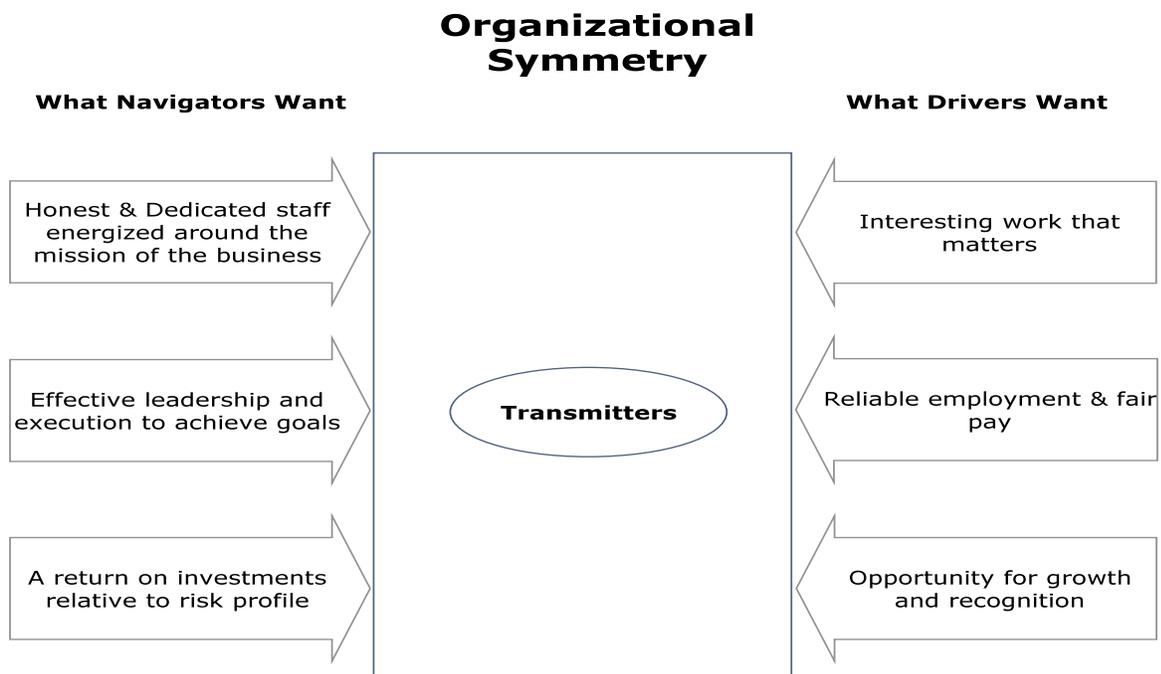


FIGURE 3.0

If companies are to supercharge their organizational performance we must first recalibrate how we think about organizational structure authority and how we engage with others. We have to stop looking at individuals as management or non-management, skilled or unskilled, direct or non-direct, salaried or hourly. Yes, we all have different roles and abilities, we all have different skills and perspectives, but I often find that focusing or positioning ourselves on these differences prevents us from achieving our greatest potential. To achieve a winning organizational culture Transmitters must create a level playing field within the organization that fosters a working interdependence or symmetry between the naturally opposing forces. Figure 3.0 illustrates some of the more common “wants” of Navigators and Drivers in organizations.

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During the business planning and development phase it is important to ensure that organizational objectives and the wants of both Navigators and Drivers can coexist. This clarification and the incorporation of these elements into a business plan can be the difference between successful completion and failure. As the Transmitter takes strategic direction from the Navigator it is critical to obtain clarification on the economic and cultural impacts that will likely be imposed on the organization. Transmitters must help Navigators to understand what components of the strategic direction may be difficult to sustain and the best alternatives to achieving company goals. In turn, once the business plan is developed Transmitters must effectively craft, communicate, and facilitate the working tasks needed to deliver a return on investment for the company. The transition of plan, information, resources, and authority from Transmitters to Drivers must be well thought through to ensure that the needs and wants of both Navigators and Drivers are met. In many respects, the monitoring and adjustment process to maintain balance between both sides of the organization is paramount to sustaining organizational pursuit of goals and objectives.

Once the business plan is launched, your focus will expand to a broader range of key elements needed to deliver results:

- developing a winning culture,
- creating purpose,
- providing passionate leadership,
- becoming the catalyst for change,
- rewarding Drivers, and
- building teams.

Building a Winning Culture

If you are a Transmitter you have been entrusted to lead, motivate, govern, and mentor the largest and arguably the most significant of human resources in any organization, the Drivers. I say “most significant” given the very nature of their roles in the organization and the size of this functional ground relative to both Navigators and Transmitters. Drivers will also have the largest impact on delivering products and/or services to your customers. Drivers will be the first and last to speak with, deliver to, manufacture for, or provide support to your customers. With that said, it becomes obvious that your customers are more likely to conduct business with companies they like, with people who are upbeat and deliver quality products and services on time. This doesn’t happen without a winning culture or without Drivers who are engaged in the strategic pursuits of the organization. The ability of Transmitters in every discipline of the business to engage Drivers towards achieving the goals of the organization is the cornerstone of their existence. In a team, Transmitters must form consensus on the best approach to that end. Metrics that provide a common focus and benefit should be developed and posted to communicate and celebrate progress. The consistent transmission of message, approach, and progress to all Drivers in the organization is critical to moving the broader organization together as one.

Creating a Sense of Purpose

You can't energize a company without creating a sense of purpose. Without passionate leadership, belief in the pursuit, or skills to lead people in the new economy, you will not succeed. The purpose has to mean something to everyone who is expected to invest their time, energies, and talents. The purpose goes beyond just the products or services the company offers; it is a mantra or higher-level goal that defines the group during the period of change or growth. A company may decide to challenge its team to be the first in its industry to do something. Another might choose to be the largest in its industry by market share. Whatever the purpose is, Transmitters must be able to define this purpose, sell its significance, and create a sustained and intense pursuit towards it. It becomes the reason the team will work any amount of hours, overcome any obstacles, and withstand any setbacks. It is the purpose that will motivate the teams while generating business outcomes they are hoping to achieve.

Leading Passionately

Transmitters must be passionate about the company, the products and services they make, and, most important, the people they entrust to deliver them. Transmitters remove fear out of the change or the challenges that might be faced by team members. Their energy must be contagious. Energizing Drivers to stay with the organization and to expend their energies and talents in pursuit of the higher purpose is essential for today's leaders. The days of employees coming to work, doing their job, and going home without fully investing themselves in the business are over. Global competition eliminated that luxury twenty years ago. Underutilized talent is recognized as one of the eight deadly wastes in organizations across the globe. Without sustained passion and energy Transmitters will fail to unleash the full potential of the organization's human capital and help them to grow enough to achieve company objectives. Drivers want to work for leaders who believe in them—leaders who push them to be better and who respect their knowledge and contributions. If leaders are passionate about the company, believe in the cause, and push themselves to be better, Drivers are more likely to follow.

Being a Catalyst for Change

Moving forward is usually easiest when leaders and subordinates understand each other, respect each other, and have an open dialogue in pursuit of continuous improvement. Transmitters must be focused on the goal, the best way to communicate it to others, and the best way to sustain efforts and provide feedback to Drivers as they are pursuing it. The pursuit of perfection is the artful navigation of others through change and discovery. The choices you, the leader, make to help others move forward and discover new ground is a reflection of you and your ability to connect with others.

The Perfect Pearl

Some years ago I was COO for an interior building products manufacturer. As part of my duties I had oversight responsibilities for subcontract manufacturing operations in China.

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When I took this position the company was already in agreement with a supplier who was completing the manufacturing of finished products so that we could reduce labor costs. On my first trip to China and to this manufacturer, I noticed immediately that the company and its employees were very focused on meeting our requirements, both in quantity and quality. I would also for the first time meet Sally, a 24-year-old English major from Beijing University. Sally was hired by the company to visit the factory on a regular basis, report on production status, and act as translator and facilitator during our visits to the factory.

After assuming full responsibility, and after a couple of visits to this subcontractor in China, I began to see a trend of quality issues and the increasing need to improve their standards and processes. I knew this would be challenging on several levels given our low sales volume and my infrequent visits to this facility. One thing I had going for me was a good professional relationship with the general manager, who was bright and very interested in my background with LEAN manufacturing. During one of my early trips I invited her and Sally to lunch at McDonald's in downtown Tianjin, in what the Chinese like to call one of their small industrial cities of twelve million people. There we talked about the basics of LEAN concepts and about Raymond Albert "Ray" Kroc, the American businessman who took over the small-scale hamburger franchise in 1954 and built it into the most successful fast food operation in the world. From that day forward and during dinners the three of us would discuss concepts, "tricks" as they called them, that they could use to improve their factory. However, despite this great relationship and progress with the general manager, I knew that real change would not come unless the Drivers (workers on the factory floor) were invested in meaningful change.

During my third visit and on my way from the airport to the factory, I told Sally that I wanted to hold a meeting with the factory people when we first arrived so I could ask them a question. We gathered the Drivers into a small circle in the middle of the factory and Sally said in Chinese, "Mark has a question." The factory was silent and they looked at me as if I were to begin speaking to them in Mandarin. Some began to grin, some looked at each other thinking there might be an issue or that I was upset. I leaned over to Sally and said, "When I say the words 'perfect quality,' what do they think of?" Sally addressed the group and in a very slow and deliberate way she presented my question. At first there was no response at all. Then, after what seemed to be some clarification, the discussion began. For those who have been to China you know that this type of question for all its simplicity can sound like quite a lively debate among native Chinese. After nearly fifteen minutes of spirited and interactive discussion the group stopped and gave Sally its answer. Sally looked at me and said, "A pearl."

That evening I returned back to my room thinking about pearls, and after some research it all made sense. As early as 4,000 years ago, Chinese people discovered pearls, a kind of delicate gem with soft brilliance, when searching the ocean for food. Since then, much pearl jewelry and artwork has been created by talented Chinese people. Hence, the pearl has been one of the important parts of Chinese culture. It is also interesting to note that natural pearls are extremely rare. In nature, only about one in 10,000 oysters will produce a pearl. Of those, only a small percentage will achieve the size, shape, and color of a desirable gemstone. The odds of finding a perfect natural pearl are around one in a million, much like the odds of achieving perfect quality. The next weekend I asked Sally to take me to an outdoor flea market I knew of

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north of the city where I purchased a large bag of white beads used by street vendors to make inexpensive jewelry.

The following Monday I began walking through the facility and, with Sally and the general manager, began to implement and try new and more progressive LEAN “tricks” with manufacturing staff. With each small victory I would reach into my pocket and pull out one white bead, bow, and place it into the palm of the worker’s hand. At first, they looked puzzled, but little by little they began to recall the question I had asked them about perfect quality and the “pearl.” Soon, this little exchange became routine. Some broke new ground, some learned a new skill, and production and quality slowly began to improve. Each and every time and with each and every person another bead was presented. This exchange for me became my way of communicating with them, challenging them, cheering for them without saying a word. In this case my actions were as they say truly louder than words. I found this little reward and recognition system to be my connection with the group. Some would seek me out to show me their new achievements. At the end of my trip and before returning to the States I commended the general manager for her willingness to try new things and seek higher ground for her people and left her the bag with the remaining beads.

Three months later I returned to the factory and Sally my guide and interpreter was at home resting and on leave after giving birth to her first child. Because of this I would travel by driver directly to the factory without my reliable and much needed guide. However, when I got to the factory I was greeted by the general manager, and from the time I exited my car it was obvious that she had something to show me. She said nothing, only smiled, and we began to walk into the factory. The factory looked different—clean and organized. The workers pretended as if they didn’t see me but I knew they did as they were grinning and whispering to each other as I passed by. They were focused and running a seamless and well-timed production of our products. The product quality and process had improved noticeably. As we walked down through the line the workers were beaming. On the very last machine the workers already were beginning to pull out samples for me to look at. The quality was remarkably better and much more consistent. After examining a dozen or so pieces, I looked up to see a large mason jar perched at the end of the line. On the jar was a large piece of masking tape with the words PERFECT QUALITY written in large block letters in English. Inside the jar were all of the beads from the market I had distributed among them just three months prior. One of the operators reached up, grabbed the jar, and gave it to me; and the general manager said, “Thank you Mark and Raymond.”

Being a catalyst for change is not about charging forward at your pace but creating a common direction, language, and goal everyone can follow. Feedback is the fuel of continuous improvement and it must be consistently delivered in a productive and non-threatening way. Continuous improvement can’t be accomplished effectively without some firsthand knowledge of what Drivers are doing, what obstacles they are facing, and what they need to be successful. In other words, the more time you are looking at and interacting with Drivers, and the less with your PC, the more you will accomplish with them.

Compensating and Rewarding People

There is a paradigm in business that for every year someone works for a company, somehow their business knowledge increases. So, like clockwork, across all industries, annual reviews are conducted and people with or without increased skills or performance are awarded an increased wage. As a Transmitter it is your mission to create a self-sustaining, information-sharing culture to grow intellectual capital within your organization.

The quest for increasing intellectual capital includes: knowledge, the desire to acquire knowledge, and the desire to teach it. In most industries knowledge and technology are progressing much too fast for someone who has been working even ten or twenty years to be using the same tools or insights with which they began their career. Transmitters need to create an environment that will generate or infuse new and relevant knowledge into their teams. They must create a culture where knowledge or best practices created or discovered today are quickly obsolete and replaced by more effective methods or invention. Transmitter also needs to create a culture that promotes learning and a quest for new information. Finally, Transmitters must promote the transfer of information from Driver to Driver and between Transmitters and Drivers. On every level you must challenge Drivers to seek new ground, to improve the methods, tools, and controls presented to them when they arrived at their office or work station.

One tool I have found both in the office and on the factory floor that promotes this type of environment is what I call the “Flexibility and Knowledge Chart,” shown in Figure 3.1. The roots of this idea came from my experience working as an electromechanical technician in the machine tool industry while in my twenties. I was asked to work for six months inside a Japanese brake caliper manufacturer in the U.S. to learn their LEAN culture. As a Driver and part of their team my name was inserted onto the master board. Over the six-month period I was trained at the various line positions by the operator who occupied the position. Once I was able to work independently a marker was placed on the master board indicating my competence at that station. This board provided plant leadership with information about the capabilities of their Drivers. It also conveyed whether there was an adequate number of sufficiently trained staff available to cover production requirements for that day.

As I progressed along in my career I recognized that this simple tool could be expanded to promote the behaviors needed to increase achievement and the transfer of knowledge, so I began to include levels within the markers.

- (1) indicated that you were willing to try and learn a new position/station/office task, and perform it satisfactorily with supervision;
- (2) indicated that you could perform in this new position/station/office task, and perform it satisfactorily without supervision; and
- (3) indicated that you were willing to teach and train others your position/station/office task to your level of competency in order to move on to learn other tasks.

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To foster this willingness to learn and transfer information, I began tying compensation to score. For example, for Drivers in the factory I might assign a 20-cent per hour incentive for each point achieved on the flexibility chart. In the Figure 3.1 example below Pete would earn \$3.20 per hour on top of his base hourly wage versus \$0.50 per hour for Louis. In the office environment the incentive might be \$1,000 per point on top of their annual salary.

Flexibility & Knowledge Chart

	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	Totals
Pete	(2)	(3)	(3)	(3)	(3)	(3)	17
Mark	(1)	(3)	(3)	(2)	(1)	(3)	13
Aaron	(3)	(3)	(1)	(2)	(2)	(2)	13
Lisa	(3)	(3)	(2)	(2)	(2)	(1)	13
Eric	(3)	(3)	(1)	(2)	(2)	(2)	13
Steve	(3)	(3)	(2)	(2)	(2)	(2)	14
Louis				(2)	(1)	(2)	5
Tammy		(1)	(2)	(2)	(2)	(2)	9
Ian	(1)	(1)	(1)	(2)	(2)	(2)	9

Figure 3.1

In another example, Steve might earn \$14,000 above his base salary for taking additional classes at night or making out-of-office sales calls, whereas Ian may make only \$9,000 above his base for doing the minimum and staying in the office. There are thousands of examples, but the main point is to pay for their relevant knowledge, their usefulness (flexibility) to help the company in multiple ways, and their ability to transfer critical information that will collectively raise the intellectual capital of the organization.

Forming Teams

Many times when working with companies I notice that it is not the organization's culture but the organization's structure that prevents them from moving forward. For many decades' companies have formed departments, organizing themselves by an area's focus or discipline: marketing, sales, finance, distribution, maintenance, engineering, and manufacturing. Even within departments they are divided further and further into more defined roles such as a group of quality inspectors within a manufacturing group or customer service representatives within a sales group. I feel these divisions are counterproductive to fostering the real teamwork and collaboration needed in today's organizations. What you are communicating to people when you divide them is that they are different from the others. You are also isolating each group and hindering the opportunity to attain knowledge and interdependent relationships. I do understand that in

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any organization someone will be tasked to oversee the safety program, quality, continuous improvement, or any one of the critical areas within a business. However, I limit the division of people by discipline as much as possible. Instead of having a group of machine operators managed by one group, maintenance staff managed by another group, quality inspectors managed by another group, I combine them and break them into equal cross-functional teams.

Cross-functional teams overcome limitations far easier for many reasons:

1. You are providing each group with all of the collective knowledge and skills to overcome complex issues at the action points in your business.
2. You are eliminating departmental barriers that usually result in communication breakdown or poor response.
3. You are unifying all departments with a singular focus or goal which they can achieve together.

The key to forming cross-functional teams in your organization is to ensure they are equally resourced for the tasks they are expected to accomplish. Process mapping often allows Transmitters to isolate their critical-to-quality or critical-to-service areas where stronger and more capable teams must be tasked. Just as Transmitters' areas of responsibility can be significant and quite diverse, Drivers in their areas of responsibility also present a very diverse set of expertise, interpersonal skills, and knowledge. The art of reorganizing Drivers into teams and deploying them effectively into the critical action points and operational areas is one of the key Transmitter skill sets. Again, the assessment of each person, each critical action point, is best evaluated with firsthand knowledge. It will be nearly impossible for Transmitters to adequately form and observe each team's effectiveness or whether the team was properly staffed to succeed without being there to witness it.

There is no doubt that Transmitters in the twenty-first century have become the core facilitators and contributors in the modern business. Their role in creating symmetry within the organization and energizing Drivers to achieve excellence for their organization makes them indispensable for all global companies.