**Community Solar Value Project**

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The following list of sources may be useful to community solar program designers who are facing the challenges of cross-departmental collaboration (aka, silo-busting) and of working from the middle-management position to gain top-management support for your cross-departmental effort. The list was compiled in fall 2017 by Jill Cliburn and Craig Hibberd for Cliburn and Associates. Updates and feedback are welcome!

| Topic | Author/Title | Link | Description |
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| **Engaging Top Leadership for Quick, Actionable Planning** | Ashkenas, R., *Jack Welch's Approach to Breaking Down Silos Still Works*, Blog Harvard Business Review (2015) | https://hbr.org/2015/09/jack-welchs-approach-to-breaking-down-silos-still-works?referral=03758&cm_vc=rr_item_page.top_right | Taking off on the one-time CEO of GE's vision for "boundary-less organizations," this blog critiques how too much communications technology can backfire on collaboration. One suggestion: go back to a "work out" meeting, involving all key stakeholders and with a C-level decision-maker coming in time to turn a periodic 2-day (maximum) decision process into actionable plans. |
| **Balancing Different Visions for Innovation** | Dam, R., The *MAYA Principle: Design for the Future but Balance It With Your User's Present*, Interaction Design Foundation (2017) | https://www.interaction-design.org/literature/article/design-for-the-future-but-balance-it-with-your-users-present | Introduces the MAYA principle (Most Advanced, Yet Acceptable), which is useful to the CSVP process, as a way to unite a cross-departmental team around solutions that are forward-looking, but can readily gain acceptance at the C-level and with customers. |
| **Choose from Many Tips on Collaboration** | Freiberg, J. and Freiberg, K., *17 Strategies for Improving Collaboration*, Blog (2016) | http://www.freibergs.com/resources/articles/accountability/17-strategies-for-improving-collaboration/ | The authors of *Boom!*, see challenges of collaboration in terms of tribalism. Quotes: "Collaboration is about knowing who to go to for the right answers, trusting their character and competence, and having access to them at the right time." And: "Your customers probably know more about your tribes than you do. Include them in the conversation." |

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| **Streamline the Collaborative Process; Focus on Critical Needs** | Gawande, A., <u>The Checklist Manifesto</u>, Picador (2009) | Book | CSVP's approach reflects this work in recognizing that complex processes can only be managed when collaborators each have latitude within their areas of expertise, with a shared mission and critical check-in points. Also emphasizes simple, clear, up-to-date communications. |
| **On Leadership to Support Collaborative Creativity** | Govindarajan, V., *The First Two Steps Toward Breaking Down Silos,* Blog, Harvard Business Review (2011) | https://hbr.org/2011/08/the-first-two-steps-toward-breaking-down-silos | This blog begins with the premise that leadership is the key to removing operational silos within any organization. And the first priorities for leaders in this task? First, create a compelling case for innovation, and second, create an agenda to help those in different parts of the organization to collaborate. This is a simple lesson about how setting boundaries frees people to be more creative. This site may require registration. |
| **Practical Approach to Keeping the Past, the Present, and the Future in Perspective** | Govindarajan, V., <u>The Three Box Solution: A Strategy for Leading Innovation</u>, HBR Press (2016) | Book | While this book addresses change at a company level, the operating comparison to a natural system, which must include destruction and regeneration as part of the whole cycle is useful when planning requires letting go of past products and practices. The section of preserving present operations while change is underway maps well onto the CSVP model for using community solar as a "market-based" laboratory for introducing solar-plus, maps well onto this author's approach. |
| **Process Mapping - An Overview** | LucidChart, *What is Process Mapping? (2017)* | https://www.lucidchart.com/pages/process-mapping | Here are the basics of process mapping for beginners as well as those already familiar with process mapping. CSVP's interest in process mapping is to critique and improve the process; this web page poses questions that are useful for cross-departmental collaboration, whether or not the process is elaborately detailed. |
| **Empathetic Strategies to Improve Cross-Departmental Collaboration** | Naseer, T., Five *Strategies to Free Your Team From… Silos,* Tanveer Naseer Blog (2011) | https://www.tanveernaseer.com/how-to-break-organizational-silos/ | There are the five strategies covered in this paper: 1. Encourage mistakes as opportunities to learn and improve, 2. Communicate a common purpose across divisions, 3. Redirect the competitive spirit toward external targets, 4. Urge greater flexibility within and between |

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| **Respecting Silos While Making Them More Functional** | Novkov, A., *Don't Break Your Silos, Push Out the Silo Mentality,* Blog , InfoQ (2016) | https://www.infoq.com/articles/break-silos-ventilators | Blog with ideas for maintaining the best aspects of silos (specialization), while increasing collaboration. Recalls a classic theory of good group function: forming, storming, norming and performing, while adding new ideas like holding short, weekly stand-up meetings where every voice counts and taking the risk of moving participants to new areas of specialization periodically. |
| **Process Mapping - Detailed Discussion** | Simple Improvement, *Process Mapping: A simple approach to improvement by making a process visible (2010-17)* | http://www.simpleimprovement.co.uk/ProcessMapping.pdf | This short report represents a strategy that may be helpful—or it may prove why CSVP has said, "The map is not the territory." While a process diagram can be useful, complex processes require a great deal of flexibility and variation. |
| **How Middle Managers Can Fix Silos** | Smith, N., *To Build Your Business, Smash Your Silos,* Blog, Fast Company (2012) | https://www.fastcompany.com/1839317/build-your-business-smash-your-silos | This excerpt from the book, *How Excellent Companies Avoid Dumb Things*, is written for middle-managers. Notable advice: be prepared to change your team's approach, as well as to expect other teams to change. |