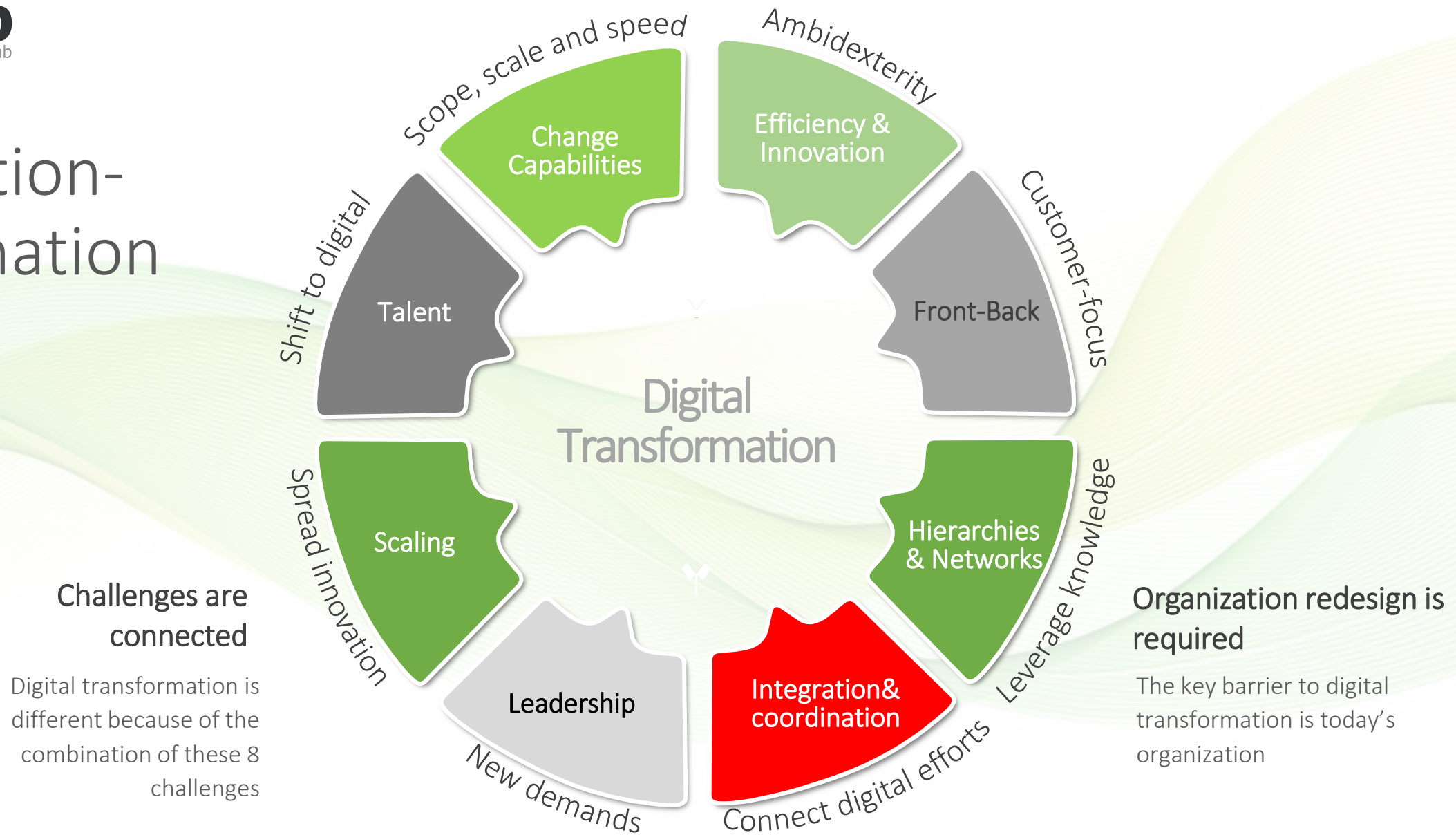


Integration-Coordination Tools

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The development of these tools was funded by
a grant from IRC4HR® <https://irc4hr.org/>

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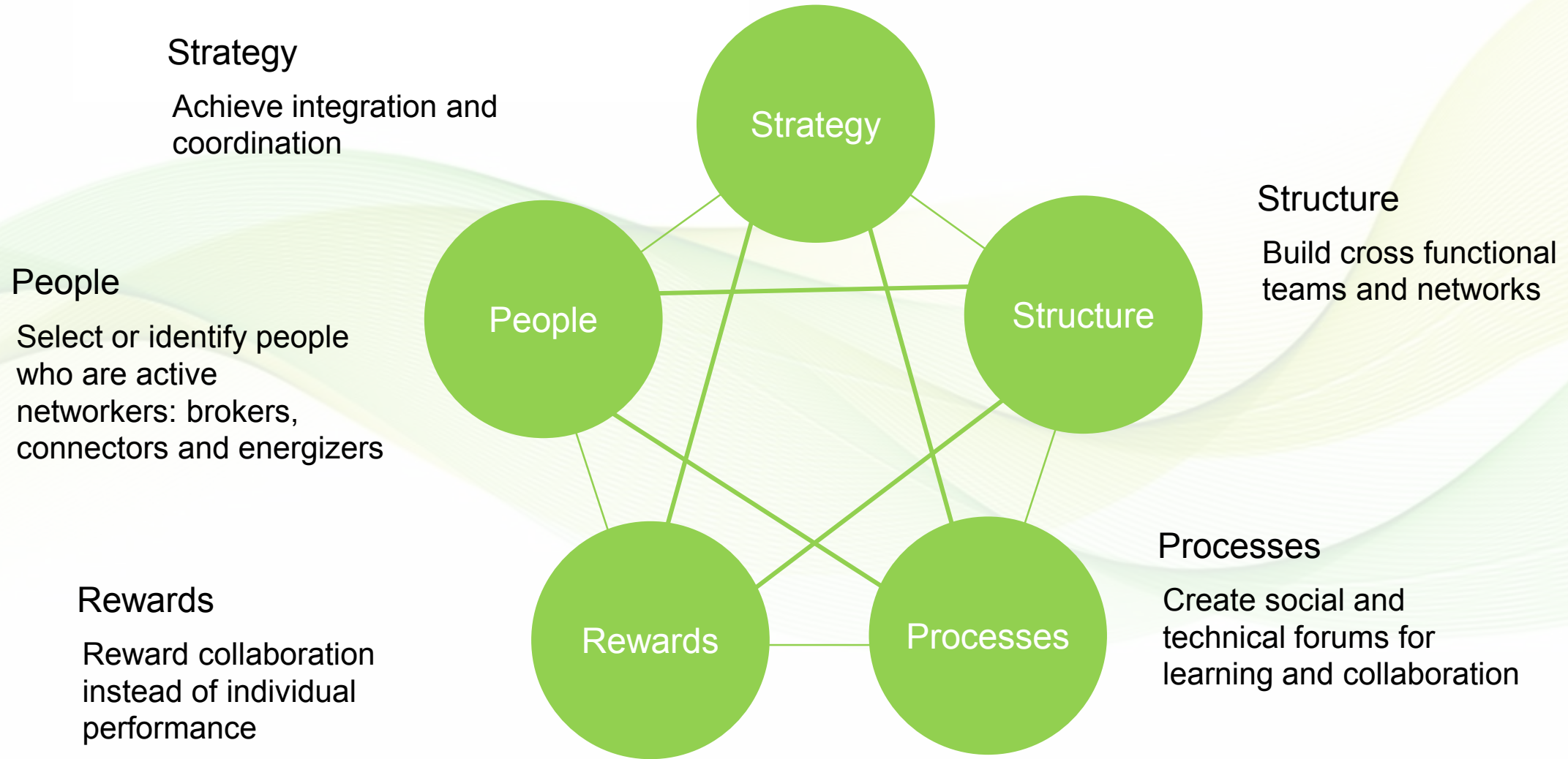
- ❖ This challenge has to do with aligning parts and units of the organization around a common digital transformation roadmap that addresses local and global digital investments
- ❖ Leaders need to provide clear direction regarding what should be decided globally and what should be decided locally
- ❖ These tools are intended to help raise awareness of the challenge and to provide useful guides to actions you can take to design a more coordinated approach to digital transformation

Integration-Coordination	Connect digital efforts	Digital projects are being undertaken in various units without an overarching strategy or framework, resulting in missed opportunities to learn or seek synergy
Helpful reading		Westerman, G., Bonnet, D., McAfee, A., 2014. Leading Digital: Turning Technology Into Business Transformation. Cnabridge, MA, Harvard University Press
Tools	Description	Use
Key Insights	Takeaways from the Lab	Learn what companies thought was important to know about this challenge
Designing for Integration	Model	Uses Galbraith star model to point toward design characteristics of highly-integrated enterprises
Stages of Digital Transformation	Model	Digitization efforts are shown to go from decentralized and uncoordinated to both local and global and well-coordinated
Things You Can Do	List of actions	Some suggestions from the Lab about what your company can do to start experimenting with network design

Key Insights about Integration-Coordination

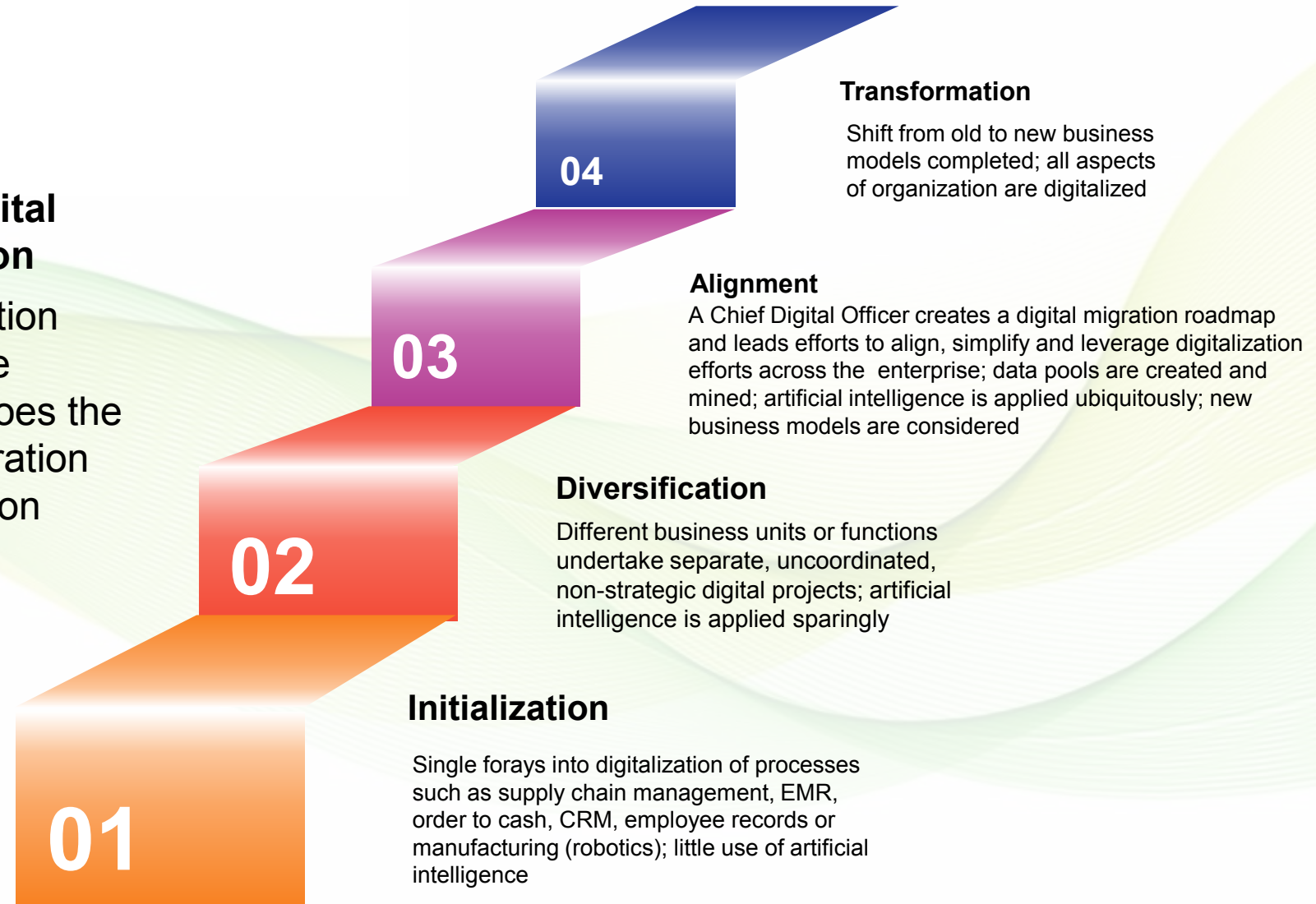
- ❖ The need for integration and coordination never stops and yet in many cases the approach to integration and coordination is temporary, such as a cross functional team that is formed around a project and then dissolves. More permanent structural designs and networks need to be put in place to assure that integration and coordination takes place.
- ❖ Some of the solutions to the problem are technical as well as social. Platforms like Slack, Google Docs, or Microsoft Teams can be useful in helping groups of people stay connected and work together virtually.
- ❖ Lawrence & Lorsch's classic 1967 book *Organization and Environment* concluded that when the competitive environment of organizations became more complex, organizations needed both more differentiation (specialization) and integration. As digital transformation efforts become more complex and multi-faceted, we see the same requirement. We need to design integration mechanisms that are capable of handling the integration of the many projects and specialists involved. Organizational social networks can be used for this purpose (See Michael Arena's book, *Adaptive Space*) but need to be designed intentionally rather than left to chance
- ❖ Currently in many organizations rewards encourage working independently rather than in a coordinated fashion. Even where bonuses depend in part on overall organization performance, leaders interpret this to mean that they should not fail at doing their part rather than seeking ways to work collaboratively to improve organizational performance. Both rewards and processes for working collaboratively need to be included in the design of the organization.

Galbraith Star Model for Integration



Stages of Digital Transformation

As transformation becomes more complex, so does the need for integration and coordination



Things You Can Do

- ❖ Create an enterprise-wide digital transformation council that brings representatives of local units together into a global forum to develop a local-global digitization roadmap
- ❖ Create “linking mechanisms”: a network of roles that connect digital innovators, teams, full or part-time boundary spanning roles, and/or technology platforms that support teamwork .
- ❖ Reward collaborative behaviors and outcomes.
- ❖ Develop a collaborative culture.

The **STARLab Alliance, Inc.** is a non-profit learning consortium focused on creating next generation organization design and leadership models

The **Digital Organization Design STARLab** is a year-long learning experience that allows participants and subject matter experts to collectively explore and prototype practical and innovative responses to digitalization. STARLab Participants include 3-6 senior leaders from 10 companies, well-into the digital transition of their business models, who will partner with leadership and organization experts. The STARLab accelerates learning and creates organization design solutions that optimize the application of advanced technologies and human capital approaches to achieve agility and sustainable effectiveness.

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Our partner, IRC4HR®, has provided funding to help make the STARLab Alliance program and research possible. Innovation Resource Center for Human Resources (IRC4HR®) is a 501(c)(3) private research foundation that seeks to make organizations more competitive, productive, and effective through improved people management practices and to serve the mutually beneficial interests of organizations, workers, and society.

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