THE EXPONENTIAL EFFECT OF CULTIVATING DYNAMIC RELATIONSHIPS FOR YOUR ORGANIZATION

EXECUTIVE SUMMARY

“Achieving and increasing your Bottom-Line is absolutely dependent on the relationships you cultivate with your team, your customers and your stakeholders.”
Overview
In today’s highly global, technological and dynamic marketplace, the relationships we establish and how we cultivate them become driving factors in the success of our organizations. Over the past 30 years we have discovered, that some of the greatest challenges that organizations experience are grounded in both communications and a clear understanding of the part that each of us play in our team and organization. While capturing individual roles and responsibilities may help address some of these challenges, it doesn’t resolve the most critical aspect. This requires identifying and understanding the nature of the relationships required between those roles, both internally and externally, in order to achieve optimum results for your team. Overcoming those challenges can be realized rapidly by applying Shackleton Group’s R3 process. This approach will not only capture key roles and responsibilities but will guarantee associated relationships critical to those positions, are clearly identified publicized and understood by the team, ensuring their effective contribution to the organization’s ultimate success.
What is R³?

Roles, Responsibilities, Relationships
One of the most critical elements to the effective functioning of any organization is a clear understanding of the key roles, their associated responsibilities and the critical relationships required for each role to be executable. In order to optimize your organization’s effectiveness, two primary categories of relationships must be considered: intra-operability and inter-operability.

**Intra-operability:** Describes those relationships between key functions and roles internal to the organization required for execution.

**Inter-operability:** Describes those relationships between key roles and functions of the organization and critical external agencies required to execute and sustain the organization.

R³ is the organization’s template that identifies and describes each key role and its relationship to other key roles within the organization as well as those key external entities and agencies. R³ is manifested in diagrams that illustrate the two-way communications between those roles and describes the nature of the relationship from the perspective of each.
Developing R³

Each team identified as requiring R³ capture within the organization, needs to be effectively facilitated through the capture of R³ and the development of their associated R³ Diagrams. The following model describes the process for development of organizational R³:

1. **R³ Planning**
   - Review Structure
   - Develop brief for Structure validation
   - Develop Slide set for R³ Capture based on structure

2. **R³ Capture**
   - Review & Validate Structure
   - Modify Structure as required
   - Capture R³ based on structure

3. **R³ Design**
   - Develop initial relationships design and legend for the captured R³
   - Create R³ draft illustration

4. **R³ Validation**
   - Review R³ draft design internally and modify as required
   - Submit and review with Client to validate relationships verify initial design
   - Capture desired modifications

5. **R³ Diagram**
   - Develop R³ Diagram based on client Val/Ver
   - Review Internally and mod as required
   - Submit to Client for approval

6. **R³ Articulation**
   - Develop articulation plan for leadership to team of R³
   - Present R³ plan to team
   - Etc....
R³ Executive Summary

R³ Diagrams

R³ Diagrams provide an illustration of the key organizational relationships and act as, among other things, a map for each individual and department in the organization on who they have or should have a relationship with both internally and externally. The Diagrams below are examples of the different types of R³ diagrams that can be developed in an organization. It is important to note, that each diagram is tailored specifically to the organization in order to ensure that it supports their key objectives and is aligned with it’s culture.
R3 Inter diagrams like this one reflect the complexity and volume of relationships that need to be identified and managed in order to achieve organizational success. In order to effectively cultivate these relationships, it is critical to identify and capture them so that they can be articulated to the entire organization. This ensures that all members of the team are aware of the relationships they must have and manage, in order to execute their tasks and meet their objectives. Additionally it allows them to identify relationships that are absent but need to be established.
Return on Investment (ROI)

Creates NEW OPPORTUNITIES
• Expands Market
• Expands Network

Rapid Response
• Improves bottom line Cost & Profit
• Enables rapid decision making by allowing teams to exercise authority at appropriate level

Innovation & Initiative
• Promotes initiative and innovative thinking

Clear lines of communication
• Identifies who your team needs to be communicating with and why
• Replaces confusing and cumbersome “communications plans”
• Validates and clarifies for everyone the legitimate decision making authority associated with each role in the organization

Sets & Manages Expectations
• Clearly defined roles, responsibilities and relationships are the most powerful tools for setting and managing expectations within the organization.
• Resolves the #1 & #2 complaints of most ORGANIZATIONS:
  • “Communications don’t work in our organization”
  • “I don’t know what is expected of me in my job”

Boundaries
• Provides clear understanding of the limits and boundaries of and between key roles
• Clarifies when and where it may be appropriate to delegate authority

Bolsters Organizational Strategy
• Validates structure and workforce manning by clearly identifying roles and responsibilities, and what the internal and external relationships should be in order to support organizational strategy

Eliminates Waste
• Reduces costs
• Identifies gaps and redundancies in strategy, structure, available workforce skillsets and organizational processes.

Experienced R³ Facilitators
• ROI of R³ is maximized when developed using our experienced facilitators
Shackleton Group, Inc.

Shackleton Group offers its clients a tailored approach to navigating change that can modify the very culture of your organization. We will help you develop an environment where high performance flourishes and employees excel because they are the architects of their own solutions. Shackleton Group will collaborate with your team and provide the tools necessary to harness the single most competitive advantage in the marketplace today: the focused, collective power of your people.

Shackleton Group Competencies

• Consulting
• Rapid Response
• Professional Development
• Training Systems Integration
• Support

Contacting Shackleton Group, Inc.

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