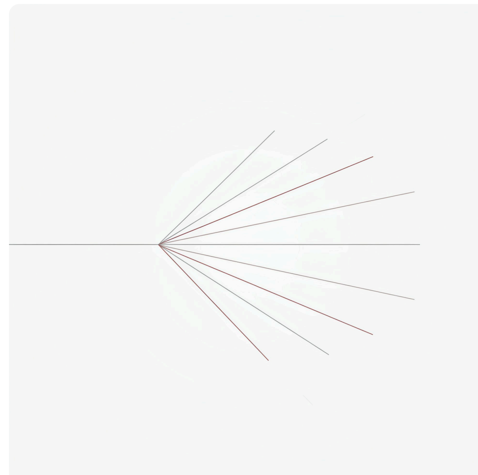
SYNCHRONIZE PERSPECTIVES

Volume 002

WHY ORGANIZATIONS
DRIFT APART

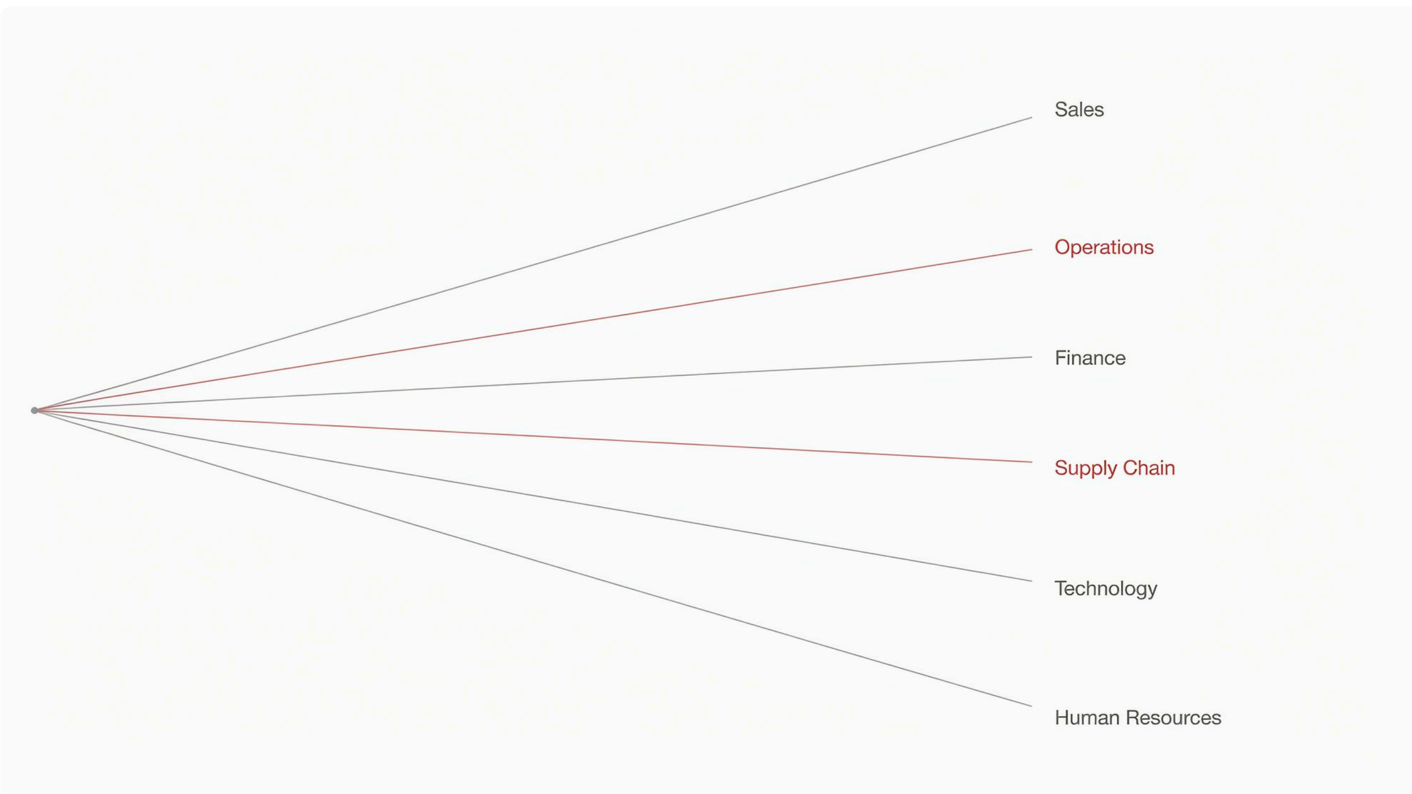


The Difference Between Coordination and Synchronization

Drift Is Usually Gradual

Organizations rarely become disconnected all at once.

The separation begins quietly.



Each function may be making rational decisions.

But rational decisions made independently do not always create a rational enterprise.

> Organizational drift begins when functional success replaces enterprise success.

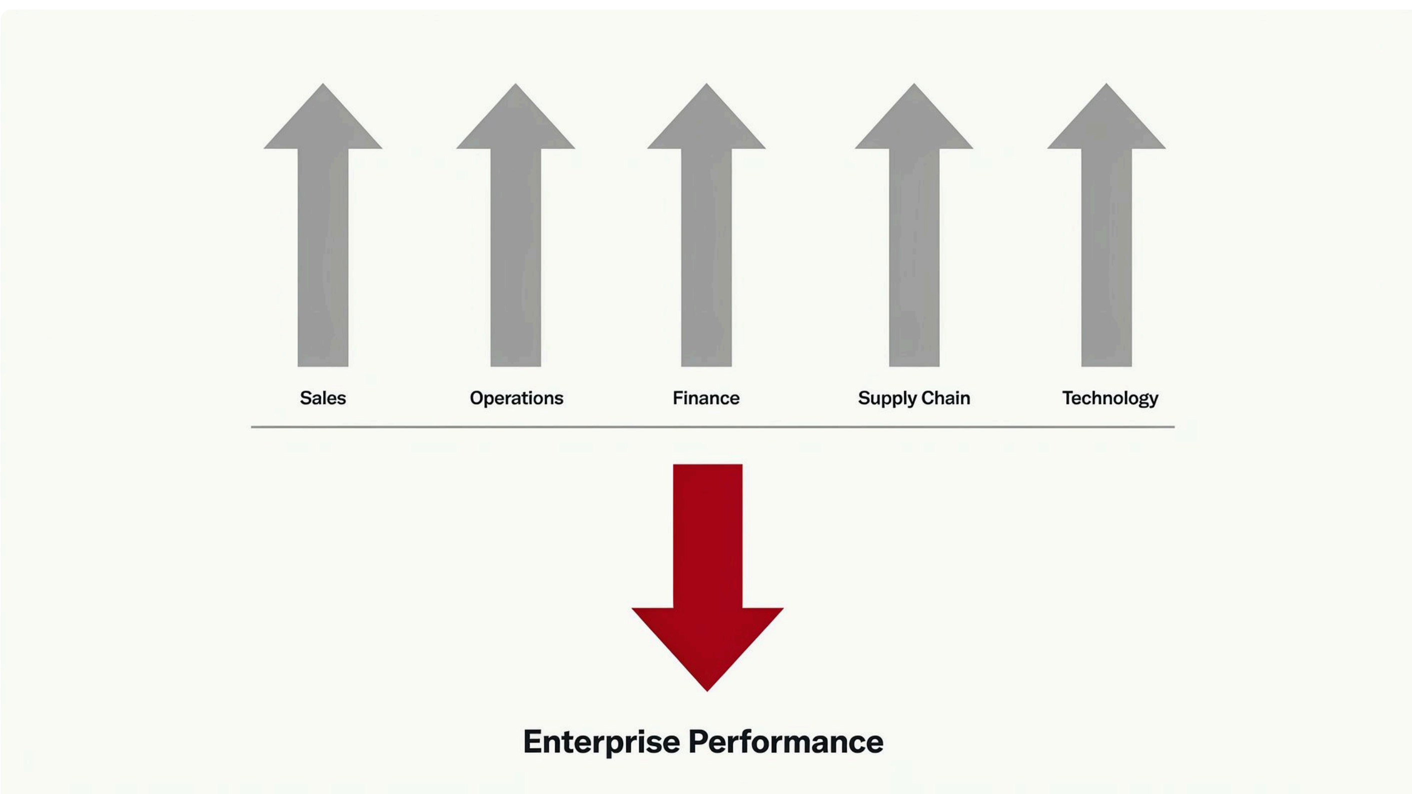
The Organization Is Working Exactly as Designed

Most functional leaders are measured by the performance of their own organization.

Revenue	Margin	Cost
Inventory	Service	Productivity
Project Completion	Talent Retention	

These measures matter.

The problem begins when leaders improve one measure without understanding the consequences elsewhere.



> Local optimization can produce enterprise underperformance.

Communication Is Not Synchronization

Organizations often respond to fragmentation by adding meetings, reports, committees, and escalation processes.

These mechanisms can improve communication.

They do not necessarily change how decisions are made.

Coordinated

- Shares information
- Functions work beside one another
- Plans are compared
- Dependencies are discussed
- Conflicts are escalated

Synchronized

- Shares intent, priorities, consequences, and accountability
- Functions create value together
- Priorities are aligned
- Tradeoffs are resolved
- Accountability follows the outcome

Coordination helps functions work beside one another.

Synchronization enables them to create value together.

> More communication cannot compensate for conflicting priorities.

Three Organizational States

Most organizations exist somewhere on this progression.

Fragmented	Coordinated	Synchronized
• Functions operate independently • Priorities compete • Information is defended • Problems move across organizational boundaries • Decisions are optimized locally • Accountability is unclear	• Functions communicate regularly • Plans are compared • Dependencies are discussed • Conflicts are escalated • Leaders attempt to manage tradeoffs	• The enterprise operates from shared priorities • Functions understand how their decisions affect one another • Tradeoffs are resolved against enterprise value • Information supports action • Accountability follows the complete outcome

> Coordination manages dependencies.
>
> Synchronization creates enterprise performance.

Synchronization Is a Leadership Discipline

Synchronization does not begin with software, a reorganization, or another transformation initiative.

It begins when leadership creates clarity around five questions:

1. What value are we trying to create?

2. What must be true for the strategy to work?

3. Where do functional priorities conflict?

4. Who owns the complete outcome?

5. How will we know when the enterprise is drifting?

Leadership must make enterprise tradeoffs visible.

It must establish operating rhythms that connect decisions across functions.

It must ensure that accountability does not stop at the organizational boundary.

> Leadership synchronizes the enterprise.

Synchronization Comes Before Optimization

Technology can accelerate decisions.

Data can improve visibility.

Automation can increase speed.

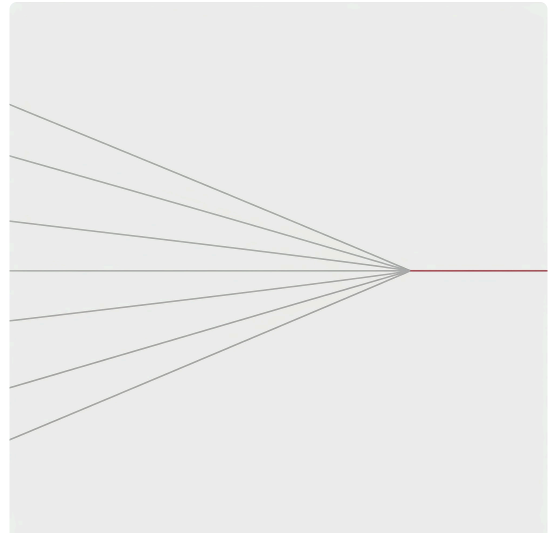
Artificial intelligence can expand organizational capability.

But none of these tools determines whether the enterprise is pursuing the right outcome.

When organizations optimize before they synchronize, technology accelerates existing conflict.

When they synchronize first, technology strengthens execution.

> AI amplifies the operating model already in place.
>
> Synchronization is the operating discipline that allows optimization to create sustainable value.



Functions succeed independently. Enterprises succeed together. The difference is leadership.

Next in Synchronize Perspective:

The Hidden Cost of Organizational Drift

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