



CLI
two-minute
read

*A series of tips that
will improve your
performance at
work in no time!*



Accelerated Learning

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There's always room for improvement. Two-Minute Reads are a free tool you and your organization can use just for that reason.

There are four essential best practices needed for improving the matrix potential of your organization:

1. **A clearly articulated business model** explaining the value of matrix operations.
2. **A clear map that allows people to understand** the expectations, behaviors and action steps they must take to operate in a matrix environment.
3. **Informal opportunities** for people to network.
4. **Formal skill training** to help people adapt and articulate the functional skills needed in a matrix organization. These include adapting to change, asking and giving information and support, and solving problems as a multi-functional team.

CLI recommends four steps to improving the collaborative potential of employees.

1. **Take the pulse of your organization** by launching *The Denison Organizational Culture Survey*-an assessment that measures the perception of your organization's current capabilities. Analyzing the performance gaps in your organization increases the urgency to change, and sets the needed direction for change to occur.
2. **Collaborate with CLI to custom-design a training and development solution** to close performance gaps. Focus on the outcomes you need in the performance areas that need it the most.
3. **Accelerate results** by mixing approaches-use informal and formal meetings and gatherings to introduce the need for change, and formal training for skills and capabilities needed to close them. Then mix skill training in the classroom and with informal networking with hands-on activities in the outdoors-on CLI's low ropes course or portable team challenge activities.

4. **Monitor change** informally with open discussions or formally with evaluations or, better yet, use ***The Denison Organizational Culture Monitor***, to measure progress toward performance goals.

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