RC Training: Tools of Relational Coordination
Introduction to Relational Mapping
Structuring the Invitation

What Does Relational Coordination Currently Look Like in Your Organization?
Like This?

Shared Goals
Shared Knowledge
Mutual Respect

Frequent Communication
Timely Communication
Accurate Communication
Problem-Solving Communication
Or Like This?

- Functional goals
- Specialized Knowledge
- Lack of respect

- Infrequent Communication
- Delayed Communication
- Inaccurate Communication
- “Finger-pointing” Communication
Purpose

• **Make visible** connectedness and interdependence
• **Engage** multiple stakeholder perspectives to explore and discuss complex performance challenges
• **Surface** sensitive, often unspoken team dynamics in a safe space
• **Develop** early hypotheses
• **Generate** new ideas, insights, and strategies for addressing performance challenges
Materials

- Groups of 4-5 people
- 2 sheets of chart paper
- 3 markers

- Weak RC
- Moderate RC
- Strong RC
Instructions

- Identify the **work process**, write, and circle it in the center of your sheet of paper.

- List the internal and external stakeholders that need to coordinate to carry out the **work process**.

- Using markers, identify the current strength of RC between stakeholders:
  - **Green lines** between stakeholders with strong RC
  - **Blue lines** between stakeholders with moderate RC
  - **Red lines** between stakeholders with weak or no RC

RC = Frequent, Timely, Accurate, Problem-Solving Communication, Shared Goals, Shared Knowledge, Mutual Respect.
Report Out

- Where does relational coordination currently work well? Where might it need improvement?
- How do you think it impacts performance?
- What are the underlying causes?
- What are the biggest opportunities for change?
- Who’s missing? Are there workgroups not listed who are critical to the work process?
Variations

- **Language**
  - Collaboration (or Coordination) vs Relational Coordination
  - Challenge vs work process

- **Dimension mapping** (e.g. problem-solving communication, shared knowledge, etc.)

- **Use of two colors instead of three**
  - relationship exist, relationship does not exist

  - Assess RC *within* stakeholder groups

- **Others?**