

**NEFPP Session: 9.05 to 10.30 Collaborating to resolve issues and move forward –
How are obstacles overcome?**

Overcoming silos by working together with other groups within an organization and between organizations and levels of government can help resolve overlapping and complex issues of environment, real estate, land use, transportation, working with First Nations, etc. But this is often very difficult to do. What tools and strategies can help, what worked, what did not and why, and what are the lessons learned?

Manitoba Government Buildings Strategy



Manitoba Government Buildings Strategy

1.0 GBS Overview

- Scope of project consists of three main goals:
 - Determine level of deferred maintenance;
 - Define infrastructure gap; and
 - Develop an investment and leasing strategy for the portfolio.
- Pre-Work Phase: Data Collection
- Task 1: Determine Level of Deferred Maintenance
- Task 2: Determine Level of Infrastructure Gap
- Task 3: Develop an Investment Strategy for the Owned Portfolio
- Task 4: Develop Options for the Leased Portfolio
- Task 5: Develop Recommendations on the Retention, Investment and Divestiture of the Owned Portfolio



Manitoba Government Buildings Strategy

2.0 Overcoming Silos

- Executive driven
 - Direction to collaborate and to formulate resolutions/options across functional lines
 - Perception that the exercise is serious and genuine
- Resource supported
 - Specific and specialized resources identified and approved to support the initiative
 - Allocation of time to the initiative
- Workgroups with representative(s) from all branches
 - Representation from all functional areas in each task group
 - All levels within each area must be represented
- Active engagement
 - Data gathering
 - Portfolio modelling
 - Conducting survey
 - Review of findings and recommendations
 - Participation in gap analysis and global options



Manitoba Government Buildings Strategy

2.0 Overcoming Silos Cont'd

- Change management framework/strategy
 - Contemporaneously develop/implement framework/strategy along with the completion of the tasks and strategy formulation
 - Need to have organizational capacity to implement framework/strategy
 - Integrate into active portals for meaningful participation
- Regular communication
 - Established communications group at the beginning
 - Formulated communications framework/strategy
 - Developed initial communiqués
 - Delivered local messaging
 - Mediums included website, mass e-mail messaging and direct meetings with a future orientated systems based in a fun and engaging manner



Manitoba Government Buildings Strategy

3.0 What worked and what did not?

What worked:

- Executive validation
- Elevating the value of strategic asset management planning across functional areas
- Kick-off meetings established tone
- Focus work groups helpful
- Access to specialized resources very helpful to producing information valuable across functional areas
- Organizational data gathering component led to compilation of base building and enterprise knowledge data
- GBS group meetings
- Local direct communication successful
- Joint development of findings and recommendations for system and process improvements



Manitoba Government Buildings Strategy

What worked cont'd:

- Reduced long term walls between functional areas
- Fostered environment leading to greater understanding and formulation of plans of action

What did not work:

- Existing IT Systems and current method of records management could not produce enterprise knowledge
- Change management not fully operational before initiating GBS
- Change management capacity developed in year
- High level provincial budget driven initiatives not integrated with GBS from a timing perspective
- A collective, genuine/bona fide buy-in and understanding of impending changes
- Mass e-mailing not read



Manitoba Government Buildings Strategy

4.0 Lessons Learned

- Executive sponsorship critical to creating environment for cross-functional buy-in;
- Allocation of resources/time is critical for obtaining required information;
- Engagement through meaningful involvement in critical tasks led to greater understanding of the task and organizational connectedness;
- Face to face most effective communication medium;
- Strategy process was successful to initiating a long overdue internal organizational conversation and discussing cross-functional challenges;
- The process has resulted in the development of a broader understanding of the Division and its macro-environment and organizational challenges;
- Created opportunity for a high level conversation and alignment of the Division with Government Priorities/Challenges;
- Deliberate outreach is critical for collaborative and integrated work teams



Thank You

