CONTENTS

INTRODUCTION -
Organizational Synergy from a bird’s eye view............... 9
Who is this book for? ............................................................. 10
What does your organization gain from assimilating
the Synergy Method? ............................................................. 11
How can you get the most out of this book? ......................... 11
What is Organizational Synergy? ......................................... 13
The Paradox of Synergy: If it’s so good to work synergistically,
why is it so tough to implement? ........................................ 18
What led me to working with synergy, and why was this book
written? ........................................................................... 20

CHAPTER 1 - How to achieve more:
Diving into the concept of synergy ......................... 26
Fundamental concepts in synergy: Diversity, boundaries and
communication ................................................................. 29
Diversity .............................................................................. 29
Boundaries .......................................................................... 32
What has the strongest impact on an organization’s boundaries
and diversity? .................................................................. 35
Communication .................................................................. 44
Summary and your personal workbook .................................. 47

CHAPTER 2 - Synergy perception in depth: 7F Model
– the 7 Forms of Interaction Model and Mapping
Questionnaire ................................................................. 49
Quality forms of interaction ............................................... 51
Interdependence ................................................................. 51
Interfaced ........................................................................ 52
Synergy ........................................................................... 53
Neutral forms of interaction ............................................... 55
Hierarchy ........................................................................ 55
No Interaction .................................................................. 56
Destructive forms of interaction .......................................... 58
Obscurity ........................................................................ 58
Invasion .......................................................................... 59
How do boundaries and communication patterns shape the
7 Forms of Interaction? ..................................................... 62
Aspects of synergy ............................................................ 65
1. The strategic aspect ...................................................... 65
2. The structural aspect ..................................................... 66
3. The procedural aspect .................................................... 67
4. The human aspect .......................................................... 67
5. The technological aspect .................................................. 68
6. The legal aspect .............................................................. 69
7. The economic aspect ...................................................... 70

Synergy in mergers and acquisitions (M&A):
Starting out on the right foot ................................................. 71

Important pointers for creating synergy .................................. 74
1. In any given situation all forms concurrently exist .......... 74
2. The force of an interaction is subjective .......................... 76
3. The price of synergy ...................................................... 78
4. When is it correct to use synergy? ................................. 79

Questionnaire for Self-Completion: 7F Model – 7 Forms of Interaction .................................................. 82
7 Forms of Interaction Model – Questionnaire ......................... 84
Summary and your personal workbook .................................. 88

CHAPTER 3 -
How to successfully embed the synergy process .......... 92
The components for successfully embedding the synergy process in your organization ........................................... 92
1. Defining the purpose which links to the organization’s vision . 92
2. Creating commitment .................................................... 93
3. Defining and agreeing on boundaries ............................. 93
4. Acknowledging the importance of diversity and respecting the other ............................................................. 94
5. Synergy is not necessarily about chemistry ..................... 95
6. Reducing manifestations of inequality in hierarchy ........... 97
7. Being simultaneously different yet equal ......................... 98
8. Facilitation, staff development and management skills ...... 98
Exercise: Identify components in your organization .............. 100
The work process in 6 Stages: How to plan, execute and preserve the process of improved interactions in the organization .......... 101
1. Initial diagnosis and planning ........................................ 103
2. The in-depth diagnostic stage ..................................... 108
3. The change implementation stage ............................... 108
4. The change assimilation stage .................................... 110
5. Change evaluation and QA ......................................... 114
6. Repeating the process until the target is achieved .......... 114
Summary and Your Personal Workbook ................................ 115

CHAPTER 4 - Synergy or Wasted Energy:
Rules and tips for improving interactions .................. 117
Integrate synergy terms into the organization’s language:
Changing organizational language changes organizational culture. 118
Share what’s happening with your employees .......................... 118
Summary and your personal workbook ................................... 120
How to correctly manage diversity ........................................ 121
  Being respectful does not mean having to agree .................. 122
  Creating a discourse on diversity in your organization .......... 124
  Learn to live with diversity by viewing it as a challenge,
not a threat ........................................................................ 129
Summary and your personal workbook ................................. 130
How to handle boundaries correctly ..................................... 131
  Correct use of job descriptions ........................................... 131
  Creating a “synergy bubble” .............................................. 133
  Clarifying boundaries ....................................................... 134
  Use your sound logic to differentiate between flexible
boundaries and blurred boundaries ....................................... 134
  Flexing boundaries ......................................................... 135
  Aspiring to satisfied employees ......................................... 139
  Yes, listen to your employees ............................................ 140
Summary and your personal workbook ................................. 142
How to manage communication correctly: techniques for
improving organizational communication ............................ 144
  The Johari Window ......................................................... 144
  The Listening Circle ......................................................... 147
Summary and your personal workbook ................................. 149
How to manage interactions correctly .................................. 150
  Reducing the appearance of destructive forms in the
organization ......................................................................... 150
  Limiting the appearance of neutral forms in the organization 156
  Reinforcing the organization’s quality forms ...................... 160
  Tools and processes for reinforcing synergy ....................... 161
  Integrating synergy into vision, values and work plans ....... 161
  Steps to increase transparency, involvement and fairness
which assist flexing boundaries ......................................... 162
  Appointing a designated employee as “synergy trustee” ...... 165
Summary and your personal workbook ................................. 169
And lastly - What’s the next step? ...................................... 170
Acknowledgments ................................................................ 175
References ........................................................................ 176

**BONUS ARTICLE -**
How do the terms Uniformity and Uniqueness supplement the
concept of Diversity and encourage the creation of synergy? ...... 177