Identifying the Work: Interdependence/Stakes Matrix

The Interdependence/Stakes Matrix helps executive teams determine their priority activities and decisions. The following tool and step-by-step instructions will help you apply it to your executive team’s work.

![Interdependence/Stakes Matrix Diagram](image-url)

**Degree of cross-functional interdependence**

- **Higher**
- **Lower**

**Stakes to the organization**
(e.g., financial, program impact, reputation, cultural)

- **Within individual functions**
- **Between functions**
- **Executive teams**
- **CEO with individual functions**
Interdependence/Stakes Matrix

Tool: Instructions

1. **Clarify your organizational priorities for the next 12-24 months**
   - Summarize priorities, pulling from existing documents, such as strategic plans, and align as a team around these priorities.
   - Identify other potential areas where the CEO wants team support, including processes to lead the organization, such as budgeting and resource allocation.

2. **Determine what priorities are the most interdependent**
   - Identify priorities with the highest interdependence—those involving multiple units or functions where cross-leader discussion is critical for effective decision making.

3. **Determine what priorities have the highest stakes to the organization**
   - Identify priorities with the highest stakes—those having the most impact on the organization’s strategic clarity, programmatic and organizational effectiveness, development of future leaders, external reputation, and financial sustainability.

4. **Plot each priority on the Interdependence/Stakes Matrix**
   - Identify those priorities that have both high interdependence and high stakes—those in the upper right-hand quadrant of the matrix; identifying priorities should be the collective work of the executive team.

5. **Determine the executive team’s role for each area of work**
   - Discuss the executive team’s role (e.g., providing input, making a recommendation to the CEO, deciding); these are likely to differ by priority, so it is important to clarify what role the team is playing to optimize the team’s time together.
**Interdependence/Stakes Matrix: Client Example**

<table>
<thead>
<tr>
<th>Degree of cross-functional interdependence</th>
<th>Between functions</th>
<th>Within individual functions</th>
<th>Executive teams</th>
<th>CEO with individual functions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Higher</td>
<td>• Launch telehealth and online health services ✓</td>
<td>• Launch transportation pilot project ✓</td>
<td>• Launch UP Big Bet ✓</td>
<td>• Focus on elections! ✓</td>
</tr>
<tr>
<td></td>
<td>• Improve financial reporting, analysis, and monitoring</td>
<td>• Increase volunteer engagement</td>
<td>• Achieve full accreditation status ✓</td>
<td>• Purchase and build out new facility ✓</td>
</tr>
<tr>
<td></td>
<td>• Build programmatic on/off ramps and financial modeling</td>
<td>• Increase public policy presence</td>
<td>• Contingency planning: regs., access and funding</td>
<td>• Monitor national transformations and opportunities</td>
</tr>
<tr>
<td></td>
<td>• Launch STI Big Bet</td>
<td>• Launch Employee Advisory Committee</td>
<td>• Footprint expansion</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Parental Leave Policy</td>
<td>• Comprehensive campaign feasibility study</td>
<td>• Improve staff diversity, equity, and inclusion</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Health, Equity, and Impact Department build-out</td>
<td>• Improve patient care and satisfaction</td>
<td>• Improve staff engagement and satisfaction</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Legislative Advancement</td>
<td>• BoardEffect Portal launch ✓</td>
<td>• Identify and train emerging leaders</td>
<td></td>
</tr>
<tr>
<td>Lower</td>
<td>• Revitalize sexual education and prevention programming</td>
<td>• Revitalize sexual education and prevention programming</td>
<td>• Improve productivity and performance of SLT</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Education Department build-out</td>
<td>• Education Department build-out</td>
<td>• Increase board diversity and identify next generation of leaders</td>
<td></td>
</tr>
</tbody>
</table>

**Stakes to the organization**
(e.g., financial, program impact, reputation, cultural)

*This chart will be updated quarterly by SLT at in-house Leading for Impact working sessions.*

---

1 This healthcare organization refers to their executive team as their Senior Leadership Team (SLT).

✓ = competed items