

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.



Stakes to the organization

(e.g., financial, program impact, reputation, cultural)

Lower



Interdependence/Stakes Matrix Tool: Instructions

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.
- 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.

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.

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.

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

Higher

Between functions

Improve financial reporting, analysis, and monitoring

Launch telehealth and online health services ✓

Build programmatic on/off ramps and financial

• Health, Equity, and Impact Department build-out

Launch UP Big Bet ✓

- Achieve full accreditation status ✓
- Contingency planning: regs., access and funding

Executive teams

- Footprint expansion
- Improve staff diversity, equity, and inclusion
- Improve staff engagement and satisfaction
- Identify and train emerging leaders
- Improve productivity and performance of SLT
- Increase board diversity and identify next generation of leaders

Degree of cross-functional interdependence

- Launch transportation pilot project ✓
- Increase volunteer engagement

modeling

• Launch STI Big Bet

Parental Leave Policy

Legislative Advancement

- Increase public policy presence
- Launch Employee Advisory Committee
- Comprehensive campaign feasibility study
- Improve patient care and satisfaction
- BoardEffect Portal launch ✓
- Revitalize sexual education and prevention programming
- Education Department build-out

Focus on elections! ✓

- Purchase and build out new facility ✓
- Monitor national transformations and opportunities

Lower

Within individual functions

CEO with individual functions

Lower

Stakes to the organization

(e.g., financial, program impact, reputation, cultural)

*This chart will be updated quarterly by SLT1 at in-house Leading for Impact working sessions.

√ = competed items

Higher