Strengthening Organizational Connectivity

Withiii LEADERSHIP

Withiii's Work

Most companies suffer from poor intra- and inter-team connectivity, which severely undermines performance. We give you the tools to see, measure, and improve the connectivity levels across your organization.

See what you haven't seen before

While most organizations and their leaders see the parts of their organizations and how those parts are performing, they lack sightlines into what is actually driving organizational performance—the connectivity between all those parts of the organization. You might think of this as the space on your org chart—that is, the space where all the intra- and inter-team interactions happen that generate your company's levels of output and service. Withiii begins by illuminating this space for you and showing you where relational performance is strong and where it is weak.

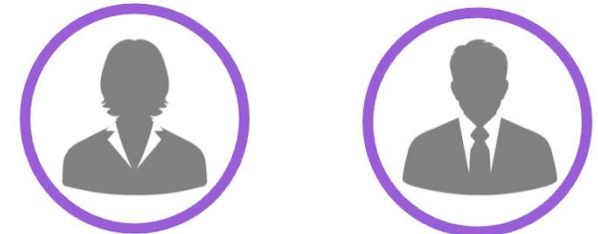Discover your organization's levels of connectivity
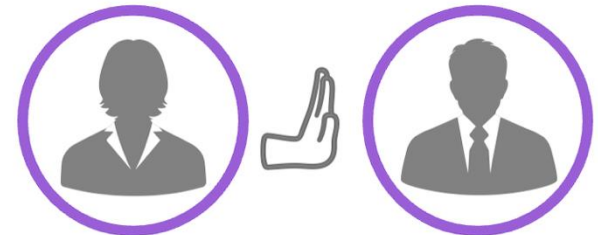
Compounding
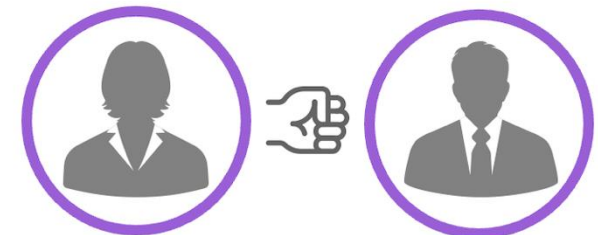Integrate
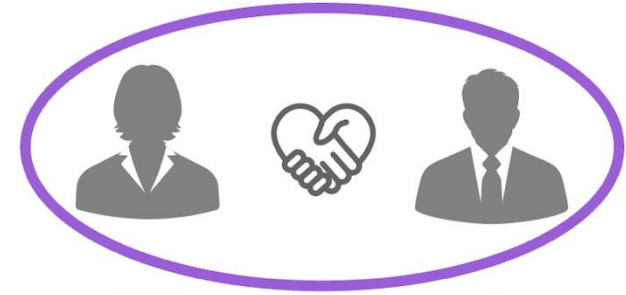
Multiplication
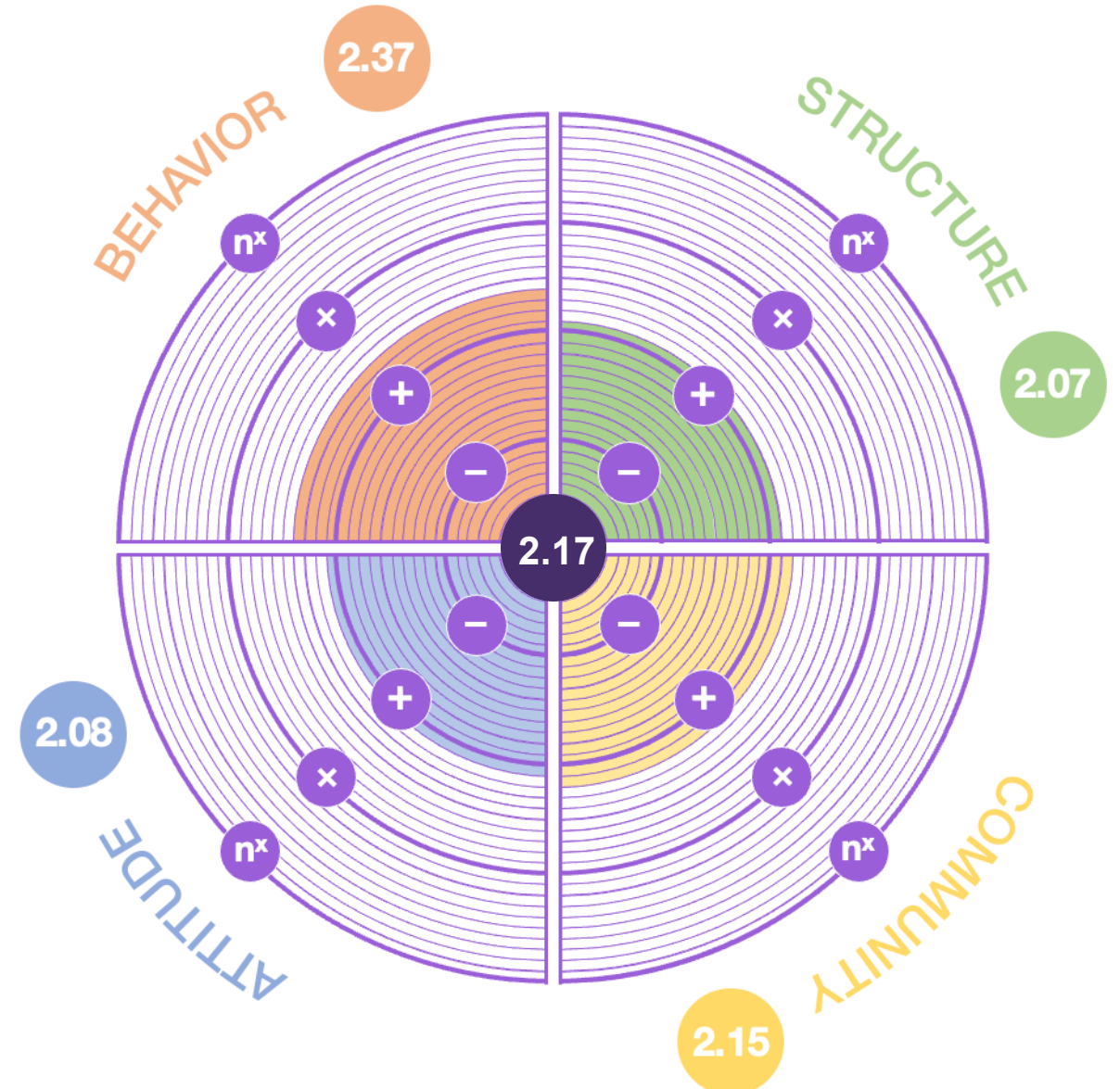Collaborate

Addition
Co-exist

Subtraction
Resist

Division
Obstruct

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See company connectivity across four dimensions

Compounding	4.0	
Integrate		
Multiplication	3.0	
Collaborate		
Addition	2.0	
Co-exist		
Subtraction	1.0	
Resist		
Division	0.0	
Obstruct		

CHARACTERISTICS MEASURED BY THE ASSESSMENT, BY QUADRANT

Behavioral characteristics: 1 Accountability; 2 Collaboration; 3 Conflict Management; 4 Innovation; 5 Manager Communication
Attitudinal characteristics: 1 Listening; 2 Depth of knowing others; 3 Respect; 4 Interest in Others; 5 Willingness to help
Structural characteristics: 1 Systems & Processes; 2 Org Structure; 3 Decision-making; 4 Leadership Composition; 5 Empowerment
Community characteristics: 1 Excitement; 2 Meeting Culture; 3 Commitment to Org; 4 Trust/belief in Leadership; 5 Org purpose/mission

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See company connectivity between departments

	Dept 1	Dept 2	Dept 3	Dept 4	Dept 5	Dept 6	Dept 7	Dept 8	Dept 9	ave
Dept 1		-2	0	0	0	-1	1	1	0	-0.13
Dept 2	-1		0	-1	0	-2	0	0	0	-0.50
Dept 3	0	0		0	1	0	0	1	2	0.50
Dept 4	0	0	0		-1	-1	0	1	-1	-0.25
Dept 5	-1	1	1	-2		-1	0	0	0	-0.25
Dept 6	-2	-2	0	0	-1		-2	1	0	-0.75
Dept 7	2	0	0	0	-1	-2		0	-1	-0.25
Dept 8	2	0	1	0	1	1	0		2	0.88
Dept 9	0	0	2	1	1	0	0	1		0.63
ave	0.00	-0.38	0.50	-0.25	0.00	-0.75	-0.13	0.63	0.25	-0.01

-2	-1	0	1	2
DIVISION	SUBTRACTION	ADDITION	MULTIPLICATION	COMPOUNDING

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Learn which parts of your org need to work on what

Legend: Behavior · Attitude · Structure · Culture

Leaders

Zone	Item	Score
Green Zone	Commitment to organization	2.77
	Innovation	2.62
	Purpose/mission	2.54
Yellow Zone	Excitement	2.46
	Meeting culture	2.46
	Trust/belief in leadership	2.46
	Belonging	2.38
	Listening	2.31
	Culture as differentiator	2.31
Red Zone	Systems and processes	2.23
	Collaboration	2.23
	Accountability	2.15
	Willingness to help	2.08
	Manager Communication	2.08
	Empowerment	2.00
	Decision Making	2.00
	Interest in Others	2.00
	Conflict Resolution	2.00
	Leadership Composition	2.00
	Respect	2.00
	Structures	1.85
	Depth of knowing others	1.69

Department 1

Zone	Item	Score
Green Zone	Manager Communication	3.29
	Commitment to organization	3.21
	Accountability	3.21
	Trust/belief in leadership	3.14
	Leadership Composition	3.14
	Purpose/mission	3.00
	Excitement	3.00
	Respect	3.00
	Innovation	2.93
	Belonging	2.93
	Listening	2.93
	Empowerment	2.93
	Meeting culture	2.86
	Culture as differentiator	2.86
	Conflict Resolution	2.86
	Willingness to help	2.79
	Decision Making	2.71
Yellow Zone	Interest in Others	2.64
	Collaboration	2.57
	Structures	2.50
	Systems and processes	2.36
Red Zone	Depth of knowing others	1.50

Department 3

Zone	Item	Score
Green Zone	Purpose/mission	3.25
	Innovation	3.00
	Belonging	3.00
	Commitment to organization	2.75
	Trust/belief in leadership	2.75
	Excitement	2.75
	Listening	2.75
	Culture as differentiator	2.75
	Respect	2.75
Yellow Zone	Manager Communication	2.50
	Collaboration	2.50
Red Zone	Meeting culture	2.25
	Empowerment	2.25
	Leadership Composition	2.25
	Decision Making	2.25
	Depth of knowing others	2.25
	Conflict Resolution	2.00
	Interest in Others	2.00
	Willingness to help	2.00
	Systems and processes	2.00
	Accountability	1.75
	Structures	1.75

Front line employees

Zone	Item	Score
Green Zone	Accountability	3.08
	Commitment to organization	3.00
	Manager Communication	3.00
	Trust/belief in leadership	2.85
	Meeting culture	2.85
	Empowerment	2.85
	Excitement	2.77
	Innovation	2.77
	Leadership Composition	2.77
	Belonging	2.77
	Listening	2.77
	Conflict Resolution	2.77
	Purpose/mission	2.69
Yellow Zone	Culture as differentiator	2.62
	Respect	2.62
	Interest in Others	2.62
	Willingness to help	2.54
	Decision Making	2.54
	Systems and processes	2.46
	Structures	2.46
Red Zone	Collaboration	2.38
	Depth of knowing others	1.54

Department 2

Zone	Item	Score
Green Zone	Commitment to organization	3.40
	Excitement	3.40
	Accountability	3.20
	Trust/belief in leadership	3.20
	Purpose/mission	3.20
	Innovation	3.20
	Leadership Composition	2.80
	Belonging	2.80
	Listening	2.80
	Meeting culture	2.80
	Culture as differentiator	2.80
	Willingness to help	2.80
Yellow Zone	Manager Communication	2.60
	Empowerment	2.60
	Decision Making	2.60
	Respect	2.40
	Conflict Resolution	2.40
	Collaboration	2.40
	Systems and processes	2.40
Red Zone	Interest in Others	2.20
	Structures	1.80
	Depth of knowing others	1.80

Department 4

Zone	Item	Score
Green Zone	Commitment to organization	2.80
Yellow Zone	Trust/belief in leadership	2.40
	Collaboration	2.40
	Meeting culture	2.40
Red Zone	Purpose/mission	2.20
	Innovation	2.20
	Culture as differentiator	2.20
	Respect	2.20
	Manager Communication	2.20
	Leadership Composition	2.20
	Willingness to help	2.20
	Structures	2.20
	Belonging	2.00
	Excitement	2.00
	Listening	2.00
	Conflict Resolution	2.00
	Interest in Others	2.00
	Systems and processes	2.00
	Accountability	2.00
	Decision Making	1.80
	Empowerment	1.60
	Depth of knowing others	1.00

Track progress by level and department

Year Over Year Comparison

	Compounding	4.0
	Integrate	
	Multiplication	3.0
	Cooperate	
	Addition	2.0
	Coexist	
	Subtraction	1.0
	Resist	
	Division	0.0
	Obstruct	

	Accountability	Collaboration	Conflict Management	Innovation	Manager Communication		Listening	Depth of knowing others	Respect	Interest in others	Willingness to help		Systems and processes	Organizational Structures	Decision-making	Leadership composition	Empowerment		Excitement	Meeting Culture	Commitment to Organization	Trust / belief in leadership	Organization Purpose / Mission		Overall Averages	Delta versus prior year
	Behavior						**Attitude**						**Structure**						**Community**							
	2.90 +21						**2.60** +29						**2.59** +21						**2.64** +23							
Overall by characteristic	+17 3.08	+26 2.75	+30 2.92	+15 2.76	+15 2.98		+17 2.42	+52 2.22	+20 2.76	+27 2.76	+31 2.86		+26 2.60	+19 2.60	+24 2.37	+19 2.85	+24 2.54		+19 2.65	+18 2.69	+11 2.65	+17 2.62	+53 2.60		2.68	+23
LEVELS																										
C-Level	3.29	3.71	3.29	3.29	3.14	3.34	3.14	3.29	3.14	3.43	3.57	3.31	3.29	3.29	2.71	3.14	3.00	3.09	3.14	3.43	3.00	3.14	3.00	3.14	3.22	+23
VP or Director	3.24	2.86	2.79	2.62	3.17	2.94	2.52	2.52	2.93	2.66	3.00	2.72	2.66	2.66	2.48	2.86	2.66	2.66	2.59	2.62	2.55	2.45	2.59	2.56	2.72	+14
Manager	2.93	2.57	2.74	2.57	2.81	2.72	2.05	1.90	2.48	2.43	2.55	2.28	2.26	2.40	2.05	2.55	2.33	2.32	2.36	2.40	2.48	2.43	2.29	2.39	2.43	+14
Individual Contributor	3.08	2.74	2.96	2.80	2.98	2.91	2.46	2.20	2.77	2.82	2.88	2.63	2.63	2.61	2.41	2.89	2.55	2.62	2.71	2.73	2.69	2.67	2.65	2.69	2.71	+29
DEPARTMENTS																										
Sales	2.95	2.68	2.95	2.81	2.96	2.87	2.32	2.22	2.75	2.69	2.81	2.56	2.47	2.57	2.38	2.75	2.48	2.53	2.68	2.64	2.56	2.60	2.64	2.62	2.64	+1
Marketing	3.13	2.58	2.61	2.81	2.61	2.75	2.10	2.42	2.52	2.65	2.84	2.50	2.16	2.23	2.00	2.45	2.16	2.20	2.35	2.45	2.39	2.39	2.42	2.40	2.46	-2
Engineering	3.03	2.65	2.90	2.49	2.90	2.79	2.38	1.91	2.64	2.60	2.80	2.47	2.57	2.47	2.27	2.80	2.48	2.52	2.53	2.63	2.52	2.53	2.40	2.52	2.58	+37
Product	3.12	2.84	2.84	2.68	3.20	2.94	2.56	2.20	2.96	2.84	3.16	2.74	2.68	2.76	2.52	3.08	2.76	2.76	2.84	2.64	2.84	2.72	3.04	2.82	2.81	+59
Product Support	3.14	2.68	2.77	2.68	3.23	2.90	2.55	2.41	2.82	2.82	2.82	2.68	2.77	2.82	2.59	3.09	2.59	2.77	2.64	2.73	2.82	2.59	2.59	2.67	2.76	+20
Fin/Ops/HR/Strategy	3.32	3.15	3.17	3.17	3.05	3.17	2.68	2.56	2.95	3.15	3.05	2.88	3.02	2.93	2.59	3.00	2.80	2.87	2.85	3.07	2.88	2.83	2.68	2.86	2.95	+15
EMEA/APAC	3.08	3.00	3.31	3.15	3.38	3.18	2.77	2.38	3.00	3.08	2.62	2.77	2.77	2.85	2.62	3.31	2.85	2.88	3.08	2.77	3.38	3.15	3.15	3.11	2.98	+40

Connectivity Improvement Process

SAMPLE ENGAGEMENT

- Assess connectivity levels across the org

- Present findings and recommendations, and per those findings do versions of the following:

- Workshop with leadership team(s)

- Connectivity 360s and coaching with key leaders

- Implementation plan/cadence with leadership

- Education and implementation plan for other parts of organization

- Track progress with connectivity mapping and assessments

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# Sample Timeline for Full Organizational Initiative

This is a sample outline of a client engagement. The suggested steps within phases and the actual implementation plan is determined and built together with the leadership team as part of both the assessment debrief and our in-person workshop experience and will depend on the assessment findings in phase 1. It is tailored to the needs and budget of the organization.

	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Phase 1																				
Connectivity Assessment	▓	▓																		
Phase 2: Executive Team																				
Workshop			▓																	
Relational Leadership 360			▓																	
Executive Coaching				▓	▓	▓														
Implementation Sessions						▓		▓		▓		▓			▓					
Phase 3: Next Level Leaders																				
Workshop						▓														
Relational Leadership 360						▓														
Coaching							▓	▓												
Cohort sessions								▓						▓						
Phase 4: Rest of Organization																				
Book Clubs and Webinars							▓	▓												
Quarterly Emphasis and Recognition								▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
Phase 5: Reassessment																				
Connectivity Assessment																			▓	▓

"Some books make you think. This one changes how you see everything. Beautifully written, thought-provoking, and utterly unique—this book could actually change the world."—Ken Blanchard (Coauthor of *The New One Minute Manager*® and *Simple Truths of Leadership*)

"This book will forever change how you think about life and leadership." —Adel Al-Saleh (CEO, SES)

"A groundbreaking exploration of relational leadership. Ferrell reveals that true progress arises not from managing individuals in isolation, but from fostering the dynamic connections that bind us together." —Oliver Herrmann (Head of Employee Wellbeing, Health, and Safety, Deutsche Telekom)

A Relational Rethinking of
Work, Life, and Leadership

YOU
AND
WE

JIM FERRELL

"Beautifully written, thought-provoking, and utterly unique—this book could actually change the world." KEN BLANCHARD
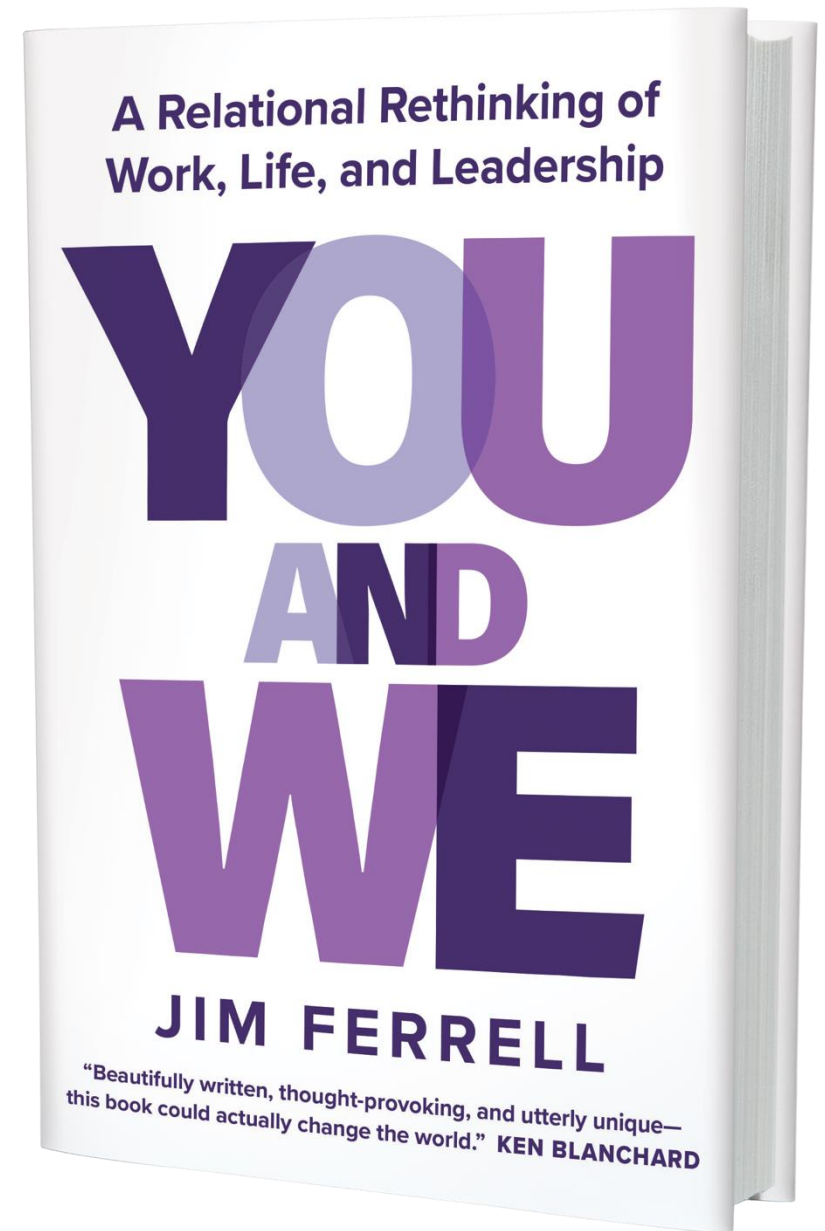
Jim Ferrell | Founder and Best-selling Author

Prior to founding Withiii, Jim was the co-founder and longtime managing partner of the Arbinger Institute. He is the author behind the original bestsellers *Leadership and Self-Deception* and *The Anatomy of Peace*, selling many millions of copies around the world. His newest book, You and We: A Relational Rethinking of Work, Life, and Leadership, comes out in September of 2025. Over his nearly three decades as a thought leader working with corporate and governmental leaders, Jim has developed a reputation as one of the world's great innovators in the areas of leadership, culture change, conflict resolution, communication, and interpersonal connection. He is a regularly featured speaker at trade and corporate conferences and has mentored leaders and trained workforces of some of the most well-known organizations and brands in the world. His work has been instrumental at Apple, Microsoft, Google, IBM, Boeing, Airbus, Deutsche Telekom, T-Mobile, Harley Davidson, Nike, the NFL, Shell, Zurich Financial, McKinsey and Company, and Baine Capital, among many other companies, as well as within the White House, Treasury, and most branches of the federal government of the United States. Jim has degrees in economics and philosophy and is a graduate of Yale Law School. After graduating from Yale, he joined the California Bar and practiced law at Latham and Watkins. He is a past member of the Yale Law School Executive Committee and serves on the Board of Advisors of the J. Reuben Clark Law School at Brigham Young University, where he also teaches as an adjunct professor on the topic of law and leadership. He is the recipient of multiple awards on peacebuilding.
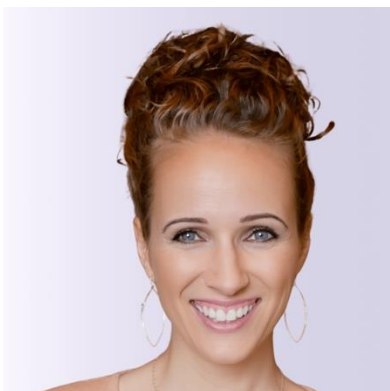
Kathrin Peters | Co-founder and Managing Partner

Kathrin is an internationally recognized and accomplished management consultant and coach with a long and impressive track record of leadership and executive success. Born, raised, and educated in Germany, she received her degree in Socioeconomics from the University of Hamburg and a postgraduate certificate in International Business Administration from Henley Business School in the United Kingdom. Soon after joining Robert Half, a global Fortune 500 staffing agency, she was first promoted to lead the operations in Northern Germany before taking over responsibility for all of Robert Half's recruitment operations across Central Europe. Due to her unparalleled success and her fully bilingual language capabilities, she was transferred to global headquarters in the United States, first as a Director for one of their key markets in the San Francisco Bay Area, and then as a Vice President on the east coast, becoming the company's internal turnaround specialist and leading the transformation of multiple Robert Half offices and practices around the world. After her successful leadership career, Kathrin decided to start her own consulting and coaching practice. During this time, she also received her ICF coaching certification and became a senior consultant for the Arbinger Institute, where she led global culture change initiatives. Before co-founding Withiii with Jim, Kathrin led Arbinger's international business as Managing Director of the Germany-based international entity and as the company's head of international expansion, while she continued to serve as a group facilitator, change consultant, and public speaker on mindset change for large international organizations like Deutsche Telekom.

Andrea Hoban | Head of Learning and Coaching

Andrea is a seasoned business leader, executive coach, speaker, and entrepreneur with a passion for helping individuals and organizations reach their highest potential. Andrea also served as the Chief Learning Officer and co-founder of ed-tech company Oji Life Lab, where she designed and launched innovative and transformative learning programs that blend psychological research with practical application, helping individuals and organizations thrive in the modern workplace. Her solutions continue to support employees at organizations such as Amazon, Johnson & Johnson, and California State Parks. Before co-founding Oji, Andrea led a $30 million revenue region for a publicly traded company. Her success as a leader and her unparalleled drive for leadership excellence and personal growth led her to eventually serve as the company's Senior Director of Global Job Skills Training, where she implemented and facilitated learning programs for leaders and top performers around the globe. With her passion for inspiring change and helping people thrive, Andrea is a truly gifted speaker and facilitator. She speaks regularly at conferences on leadership development, emotional intelligence, and the future of workplace learning. She has guided hundreds of teams through transformative processes that elevate relationships, performance, and well-being. As a certified coach, speaker, and practitioner, she has empowered thousands of professionals to achieve meaningful growth in both their personal and professional lives.

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