

# Aligning Siloed Technology Functions for a Large Construction Company



## CASE STUDY

A new CIO inherited a fragmented technology landscape—multiple teams operating in silos with overlapping responsibilities and no shared strategy. Leadership vacancies and role changes had stalled broader reorganization efforts. The CIO sought a short-term intervention to surface key issues and lay groundwork for future alignment.

## APPROACH

LABUR conducted a one-week engagement, anchored by a 2-day onsite workshop with leaders from IT, innovation, data, design, and operations. As neutral and empathetic advisors, we created a safe environment that encouraged honest input and surfaced unspoken tensions. We mapped team mandates, friction points, and cultural gaps.

## INSIGHTS & RECOMMENDATIONS

### Key Insights

- Willing but Stuck: Teams want to collaborate but lack clarity and authority.
- Speed vs. Control: Innovation pushes for speed; IT emphasizes governance—with no shared playbook.
- Siloed Strengths: Good tools and processes exist but aren't connected.

### Short-Term Action: Team-Level Alignment

- Run “walk-a-mile” workshops to foster understanding
- Appoint Change Champions to lead small pilots
- Break down silos with a shared repository
- Adapt diligence by use case

### Short-Term Action: Leadership Readiness

- Form a cross-functional group under the CIO to align goals
- Define future roles (e.g., product, governance, data)
- Share a unified vision via regular check-ins

## OUTCOME

The engagement gave the CIO and participants a structured understanding of the fragmentation and the cultural goodwill that could be harnessed. The findings and short-term actions were used to:



Socialize the need for a broader alignment effort with executive leadership



Empower mid-level leaders to collaborate while leadership gaps remained



Seed a change culture grounded in transparency, shared language, and mutual respect

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