



## Practical Problem-Solving Advice for Publishers"

### Why Is There so Much Siloing in Associations? A McHugh Select

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**Quick Read** Is your organization fraught with siloing? Here are three reasons why you may feel this way.

Associations create departmental silos for a variety of reasons. Some staff horde information for their own purposes, often because they are competing for resources with other departments. For many, controlling and not sharing information is power. Other staff members are afflicted with the "Not Invented Here Syndrome," while some are not educated to think outside their departmental boundaries. Other times, senior managers get isolated from the "rank and file" of the organization and are perceived as elitists. All of these situations are true to an extent in all organizations and all lead to the silo effect.

I find that there are three major reasons that silos exist in associations. First, staff does not take the time to share information with colleagues; and secondly, there is no organized process or venue for working collaboratively.

The third is caused by the organization of volunteer member committees and lined up with staff liaison. One of my *McHugh Editorial Review Board* members made this observation on the pervasive silo mentality found in many associations: "I think this silo mentality is the result of a volunteer structure that is silo-based. Volunteers, because they have limited time and are not involved in day-to-day management, view their function as independent rather than interdependent. Because staff supports the volunteer structure, the ENTIRE organization's management style becomes silo-oriented." I agree.

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A-24, *Five Commonalities of Association Content Producers: A McHugh Select, 2017*, 2 pages

#### About John B. McHugh

John B. "Jack" McHugh is a 40-year veteran of the publishing business. Jack has worked as an executive for Houghton Mifflin, Wadsworth, and Saint Mary's Press. Jack is also an experienced association publishing executive. For seven years, he was Publisher and Director of Programs at the American Society for Quality and for a two-year period, he served as the Interim Publisher at the Project Management Institute. Jack's specialties include association/nonprofit publishing, book publishing, executive recruiting, journal publishing, rights and permissions, organizational

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