CORBEAU LLC

FOUNDER'S INSIGHT BRIEF NO. 003

EVERYBODY HAS A PIECE. NOBODY HAS THE PICTURE

Fragmentation does not always look like incompetence. Sometimes every person is capable, every department is correct, and the organization still cannot produce a complete answer.

Specialists naturally see the part of the situation connected to their responsibility. Finance sees cost. Operations sees capacity. Legal sees exposure. Technology sees infrastructure. Field personnel see what plans and dashboards may overlook. Each perspective can be accurate without being sufficient.

The problem is not specialization. The problem begins when nobody is responsible for integrating the specialists.

When the customer becomes the integrator

Consider a person seeking approval for a property plat. One department may explain planning requirements. Another may address utilities. Engineering, permitting, addressing, drainage, or public works may each hold another part of the process. Each department may answer correctly within its boundary.

Yet the applicant is forced to carry information between departments, reconcile conflicting instructions, determine the correct sequence, and discover which answer governs the next step. The customer is performing cross-functional work that belongs to the organization.

Municipal departments are only one example. The same pattern appears in companies, campuses, healthcare systems, public-safety operations, construction projects, and multidisciplinary professional services.

A collection of accurate answers is not automatically a coordinated decision.

Fragmentation creates invisible costs

- Repeated explanations and duplicated data entry
- Longer approvals and unclear ownership
- Conflicting instructions that are locally correct but collectively incomplete
- Customers and employees building private workarounds
- Leaders receiving summaries without seeing the relationships between them

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Integration is a distinct responsibility

Integration does not require every department to become the same or every employee to know everything. It requires a shared picture: common definitions, visible handoffs, coordinated records, clear ownership, and a place where the relationships between separate pieces can be understood.

Sometimes that picture is a map. Sometimes it is a shared intake process, decision dashboard, case record, operating rhythm, or person explicitly responsible for cross-functional coordination. The form should follow the decision that must be made.

> **First Corinthians 12 describes one body with many parts. The parts retain different functions, yet their value depends on belonging to and working within a coordinated whole. Difference is not the threat; disconnection is.**

Coordination can be beautiful

In Muay Thai, no single body part throws a complete teep or spinning rear elbow. The mind reads distance, the eyes gather information, the feet establish the base, the hips transfer force, the hands protect, and trained judgment coordinates the whole. The movement becomes beautiful because different parts answer one intention without losing their distinct functions.

Dance carries the same truth. Leadership resembles the coordinating wisdom, not any single limb. It gives the parts a shared rhythm and direction while leaving each one free to perform its proper work.

COORDINATION CAN BE A BEAUTIFUL THING IF HELD WITH AN OPEN HAND

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Questions for leadership

- Where must customers or frontline employees reconcile our departments for us?
- Which decisions require information that no single function owns?
- Who is accountable for the handoff—not merely each individual task?
- Can leadership see relationships between the information, or only separate reports?
- Where have unofficial workarounds become the real operating system?

Capable specialists are not the final picture. They are the pieces from which the picture must be built.

EVERYBODY MAY HAVE A PIECE. LEADERSHIP MUST MAKE SURE SOMEBODY CAN SEE THE PICTURE.

Founder's Perspective Notice: Corbeau Founder's Insight Briefs present Lazarus Ona's developing perspectives on leadership, operations, decision-making, faith, and human behavior. Biblical references reflect the founder's follower of Christ foundation. Examples are illustrative and should be considered alongside the facts, laws, policies, evidence, and professional standards applicable to each situation.

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