Cross-Functional Teams

Working in a Matrix
Times have changed...

From a hierarchy...
• Pre-defined communication paths
• Detailed role definition
• Strict reporting structures
• High efficiency IF dealing with predictable input and output
• Low adaptability and resilience

To a matrix of interconnected teams
• Individual decision-makers determine communication paths
• Teams determine adaptable roles
• Lower efficiency IF dealing with predictable variables
• High adaptability and resilience
Organized and interconnected teams determine clear, situational strategies, structures and roles

- Find efficiency and predictability within project execution
- Define roles and relationships to foster development and individual growth
- Develop connections freely to respond, adapt and innovate
- Maintain open and effective communication paths

Working in Cross-Functional Teams

Benefits

- Accomplish projects an individual could not
- Brainstorm broader and better solution/options
- Find errors and solve problems that might be missed
- Build community and positive work environment
- Exposure to different points of view drives creativity and innovation
- Create synergy
Working in Cross-Functional Teams

**Disadvantages**
- Time consuming to build consensus
- Time consuming to communicate effectively with a larger group
- More conflicts that must be managed
- Disruptive to existing functional hierarchies

Building Matrix Teams

- Benefits Maximized
- Disadvantages Minimized

- Adaptable Structures and Mindsets
- Clear and Continuous Communication
- Established Unity & Vision
Managing Emotional Reactions To Change

Phase 1: Denial
- Denial
- Fear

Phase 2: Resistance
- Resistance
- Anger

Phase 3: Exploration
- Acceptance
- Openness
- Testing
- Relearning

Phase 4: Commitment
- Integration
Diagnosing the Phases

Denial

BEHAVIORS
(Perceived negative change)
- Ignore
- Pretend it won’t happen
- Won’t grasp it did happen

BEHAVIORS
(Perceived positive change)
- See only a rosy future

FEELINGS
- Normal
- Numb
- Increased emotional
- Others may notice sadness, anger, or tension

Resistance

BEHAVIORS
- Complain
- Criticize
- Question
- Fight
- Delay
- Gossip
- Blame
- Withhold Information

FEELINGS
- Upset
- Confused
- Angry
- Sad
- Tense
- Fearful
- Self-righteous

Exploration

BEHAVIORS
- Envision new scenarios
- Read information
- Have conversation to consider pros and cons
- Brainstorm
- Negotiate

FEELINGS
- Willing
- Open minded
- Excited
- Realistic concern
- Determined

Commitment

BEHAVIORS
- Take new actions
- Speak new ways
- Voice commitment
- Address challenges forthrightly

FEELINGS
- Powerful
- Optimistic
- Realistic

Manage Emotional Reactions

Responding Effectively

Denial

Strengthen relationships
Divide change into smaller steps and focus on first steps
Avoid confrontation

Resistance

Legitimize anger & confusion
For those upset or depressed, be supportive
People have a right to these feelings
Don’t take it personally
Encourage responsibility
Avoid challenging people’s opinions of the situation or engaging in debates
Use 2-way dialogue
Whenever possible, increase peoples’ level of control

Exploration

- Test new options in the new situations
- Acknowledge progress
- Be honest about problems that still remain or new problems that were not anticipated
- Acknowledge the costs people have paid
- Build confidence

Commitment

Reward and acknowledge progress
Identify what was learned to use for the next change
Prepare for new change. It is coming
Defining Roles

- Do not rely on the formal structure or titles to determine functional roles
- Use a process/model that is specific to your team – designed and agreed upon at the “ground level”
Defining Roles
Sample RACI

Key Roles of a Team: The DACIT Model

Driver
Drives the process and progress day-to-day, communicates updates, collaborates with Advisors, Contributors, and Informed Stakeholders, keeping the Target in mind

Advisor
Supports the Driver to review and approve major decisions and final products

Contributor
Provides input, content, and/or feedback based on expertise and experience

Informed Stakeholder
Those who are impacted by the project and are informed of decisions and final products

Target
Those who will ultimately use or receive the final product and will be better for it
Defining Roles

Creating A Successful RACI Chart

1. Introduce/review RASCI definitions with your team.
2. Identify and list all of the activities/tasks involved in the project down the vertical axis of a chart or spreadsheet.
3. Identify all of the people/roles involved in the project and list them across the horizontal axis or spreadsheet.
4. Identify the R, A, C, and I for each activity/task on your vertical axis.
5. Review and discuss gaps or overlaps in your work.
6. Share your RASCI chart with a broader group for feedback (if beneficial), make final revisions
7. Reevaluate and adjust

Rules of engagement:

- Use the structure as a flexible guide to build clarity and trust, not a weapon to attack others with
- Structure does not replace the need for clear communication and group cohesion/trust
- Document and plan for the “what if” scenarios
- Always adjust and refine
Partnerships
Analyze who you should consider partners...

Who should you partner with?

- Take the time to ask yourself this question
- Your list likely includes those outside your immediate team or silo
- Your list of partners is dynamic, not static
- Constantly revisit the question of who you need to be partnering with

Who do you need to...
- Demonstrate support (word or deed)?
- Convince?
- Add something to their to-do list?

Who has...
- Power to veto your decisions?
- Expertise to tap into?
- Opinion leadership that can sway others?
- Authority over resources needed?

Hand-offs
- Who do you work with hand-in-hand?
- Who do you hand things off to?
- Who hands things off to you?

What types of partnerships are they?

- Transactional Partner
- Collaborative Partner
- Integrated Partner

Tasks are...
- Routine, repeated
- Varied

Work is...
- Hand-offs
- Hand-in-hand

Goals are...
- Separate
- Shared

Roles are...
- Separate, distinct
- Overlapping, blended

Decision-making is...
- Exclusive
- Inclusive
Communication in Cross-Functional Teams

Communication Blueprint

- Idea / Concept
- Individual Mental Set
- Encode Message
- NOISE
- Feedback Loop
- Decode Message
- Individual Mental Set
- Receiver
Effective Sender Checklist:

- Know your audience
- Know what you are trying to communicate
- Create organization and order in what you are communicating
- Eliminate “noise” whenever possible
- Invite two-way communication to ensure understanding
- Don’t assume anything and don’t pass off responsibility to the receiver

Effective Receive Checklist:

- Listen for purpose and intention
- Listen actively (review, evaluate, paraphrase)
- Eliminate noise whenever possible
- Build structure and organize your thoughts
- Don’t respond until you have ensured understanding
- Don’t judge until you have ensured understanding
Communicating as a Group Member

- Have Patience!!
- Don't express your opinion as a fact
- Listen actively and ask good questions
- Compliment and build on another's idea
- Respond to ideas, don't react to people
- Don't interrupt other team members
- Be courteous / exercise good manners
- Avoid jargon and ‘inside jokes’

Blend Communication Modes

Relative Strengths of Communication Modes

<table>
<thead>
<tr>
<th>Medium</th>
<th>Tone</th>
<th>Two-Way</th>
<th>Body Lang.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Face-to-Face</td>
<td>•</td>
<td>•</td>
<td>•</td>
</tr>
<tr>
<td>Video Conferencing</td>
<td>•</td>
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<td></td>
</tr>
<tr>
<td>Phone</td>
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<td>•</td>
<td></td>
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<tr>
<td>Voicemail</td>
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<td></td>
<td></td>
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<tr>
<td>IM/Text</td>
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<td></td>
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<tr>
<td>Email</td>
<td>•</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
When to Choose Email...

<table>
<thead>
<tr>
<th>Consideration</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you want a permanent record of this communication?</td>
<td>Email OK</td>
<td>Face-to-face, perhaps phone</td>
</tr>
<tr>
<td>Is your message short?</td>
<td>Email (also TXT, IM)</td>
<td>Face-to-face, perhaps phone, formal printed documents</td>
</tr>
<tr>
<td>Is there any chance that the recipient might have an emotional reaction?</td>
<td>Face-to-face, perhaps phone</td>
<td>Email</td>
</tr>
<tr>
<td>Would you be comfortable with a member of Legal having access to this communication?</td>
<td>Email</td>
<td>Face-to-face, perhaps phone</td>
</tr>
<tr>
<td>Does this absolutely have to be error-free?</td>
<td>Formal printed documents</td>
<td>Email (also TXT, IM)</td>
</tr>
</tbody>
</table>

Team Building
Teambuilding Basics:

- Get the right people on the team
- Put the right people in the right positions on the team
- Develop healthy group dynamics and communication habits
- Continually manage group dynamics and communication

Stages of Team Development

- **Stage 1: Forming**
  - Affiliation
  - Polite
  - Unclear objective
  - Confusion
  - Watchful
  - Interaction

- **Stage 2: Storming**
  - Power
  - Criticism
  - Confrontation
  - Conflict
  - Difficulties
  - Opt Out

- **Stage 3: Norming**
  - Achievement
  - Cohesiveness
  - Established Procedures
  - Give/Get Feedback
  - Cope With Issues

- **Stage 4: Performing**
  - Synergy
  - Flexible
  - Resourceful
  - Open
  - Satisfied
  - Success
Stages of Team Development

- Forming
- Norming
- Storming
- Performing

Team Building

Be intentional about strengthening your team...

**Trust + Be Trustworthy**
- Don’t wait for them
- Start small if necessary
- Be reliable and consistent
- When you’re not, acknowledge it

**Set or Reset Communication**
- Acknowledge
- Ask
- Plan
- Get into a rhythm
- Beware the “out of sight, out of mind” trap

**Help-Me-Help-You Rules**
- Don’t cry wolf, ever
- Know their business
- Co-own any failures
- Communicate priorities

**Going Above + Beyond**
- Advocate
- Include
Cross-Functional Meetings

Planning and Preparing for Meetings

- Determine if a meeting is necessary
- Determine and prioritize meeting objective(s)
- Conduct situational analysis
- Determine meeting format
- Develop meeting agenda
- Identify and invite participants
- Determine and prepare appropriate meeting logistics
- Prepare to conduct the meeting effectively
Conduct the Meeting Effectively

- Communicate effectively
- Manage the climate and dynamics
- Keep the meeting on track and on task
- Manage difficult situations and participants
- End Strong with clarity and commitments

Decision Making/Problem Solving Meetings
Decision Making/Problem Solving Meetings

Sample agenda:

- Get agreement on issue or what needs to be decided
- Present and discuss relevant information
- Determine criteria for success
- Present and/or creatively identify options
- Pro/con the options (cases for and against)
- Open discussion including all persons, all opinions
- Select and rank order options
- Determine clear next steps for all parties
- Plan for follow-up and evaluation
Decision Making/Problem Solving Meetings

- Develop a strategic plan for gathering and disseminating information
- Adhere to a detailed agenda to ensure high-quality decisions. Go slow to go fast!
- Manage a balance between group cohesion and critical evaluation.
- Determine multiple solutions: Pro and con each before deciding on top choices

Decision Making Biases

Which of these biases might effect you?

- **The Recency Effect**: We tend to place more importance on information or events that we experience most recently.
- **The Primacy Effect**: We put more weight on events or information we hear first.
- **Confirmation Bias**: We search for or interpret information that confirms our opinion.
- **Distinction Bias**: We may view two opinions as more dissimilar when evaluating them simultaneously than when evaluating them separately.
- **Bias Blind Spot**: The tendency to see oneself as less biased than other people 😊
Defining Goals to Create Unity and Vision

Creating unity and vision

A vision is more than a plan. Vision paints a picture of what could be and unites people in a common pursuit of that goal.
Creating unity and vision

– Use lots of WE language
  • Share credit and responsibility
– Get everyone involved early
– Establish the purpose and the objectives of the team
– Establish and clarify expectations
– Establish processes together: steps and timelines
– Manage conflicts in a timely and productive manner
– Establish and clarify individual roles and contributions

Goals

It’s not as easy as it used to be...

Authority

Influence
Goals

Get your goals aligned

Adopt the right mindset
- Recognize it’s bigger than you
- Be realistic
- Be ready to make trade-offs
- Assume nothing

Include the right people
- Goals created in a silo risk irrelevance or impracticality to others

Keep goals at the center
- Make them visible
- Use them to filter priorities
- Use them as a framework for planning, agendas, etc.

Limit the number of goals
- Avoid the laundry list
- Prioritize and eliminate if necessary
- A selective set of goals fosters tight alignment and focus across the group

Organized and interconnected teams determine clear, situational strategies, structures and roles

The Right Goals

- Find efficiency and predictability within project execution
- Define roles and relationships to foster development and individual growth

- Develop connections freely to respond, adapt and innovate
- Maintain open and effective communication paths