

# Cross functional cooperation

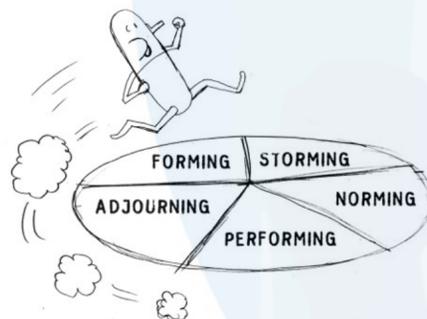
## Extraordinary team experiences

- Cross functional cooperation is one of the key resources for innovation.
- Compelling purpose of the project is to help create extraordinary cross functional team experiences.
- Implicit is the notion better cross functional cooperation leads to more innovation, better performance and more employee satisfaction.



## A simple guideline to develop extraordinary team experiences:

- There are five phases in team development.
- In each phase people show typical behaviors and have typical needs.
- A good team leader knows what to do in each phase to facilitate people working together well to achieve extraordinary performance, innovation and satisfaction.



### Phase 4

#### Performing

- People are focussed on goals and task achievement. There is a renewed sense of excitement about the project.
- In this phase there is need for lots of feedback and feed forward information - people are willing and able and want to achieve.

#### The leadership task is:

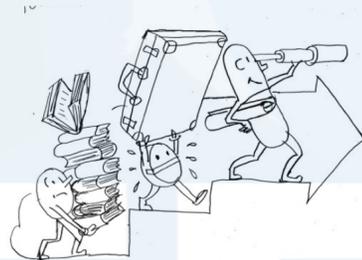
1. Listen and challenge when people present their progress.
2. Take away the obstacles and give lots of encouragement.



## Our journey

We took the following steps to figure out what makes a team extraordinary:

1. Studied the literature.
2. Did 10 best practice interviews with internal and external experts.
3. designed a survey to check our ideas with others.
4. Did live observation and feedback sessions in teams to walk our talk.
5. Designed some tools to help you build extraordinary experiences in your team.



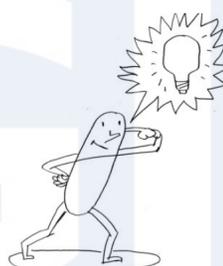
### Phase 1

#### Forming

- The leader is already preparing for the group to form - creating purpose, clarifying goals and making a task breakdown, selecting the members.
- Then the members come together for the first time to kick off the project
- In this phase there is a basic need for structure - people are willing but still unable, and want to figure out why am I here?

#### The leadership task is:

1. Give clear information about the structure of the project: purpose, goals, roles, tasks, time, resources.
2. Create a sense of belonging: take the time for members to introduce themselves, tell them why they have been chosen, ask them what they want to contribute and what they want to learn.



## Learning from the experts

What do the experts say you need to create extraordinary team experiences?



1. Clarity of structure: the compelling purpose, role, task, time, priority and resources have to be clear to everyone.
2. Servant leadership: needs to focus on tasks, relationship between the members and on providing a space for innovation. They need to shift from structuring to facilitation as the team matures.
3. Communication is key: There has to be a continuous flow of information on each others work, results and the process in the team. Face to face feedback is much more effective than virtual information.
4. Close relationships, trust and recognition: Project members are willing to learn from each other, give direct feedback to each other, share humor and feel personally involved in the project. The best project teams take time to get to know each other!
5. Decision making is based on competence not on position. Diversity of perspectives is encouraged. There is a procedure in place to deal with conflict.

### Phase 2

#### Storming

- The project has kicked off and the initial politeness has rubbed off. The project takes time and is sometimes hard work. People are starting to express dissatisfaction with the process and with the leader. You often see a lower rate of attendance to meetings.
- In this phase there is a basic need for steady determination - people are now unwilling and still not completely able and want to figure out is this worth the time? is the leader strong enough?

#### The leadership task is:

- Keep the structure intact and be clear about what's negotiable and non negotiable.
- Set up procedures to deal with difference and conflict.
- Show how to deal with resistance in a constructive way - only allow committed complaining.



## Barriers to success in Roche

What seem to be the main barriers to extraordinary teamwork in Roche?

- The projects always come on top of everything else.
- So people don't take the time to get to know each other and each others goals and strengths.
- There is no real process in place to deal with difference and conflict which doesn't feel safe.
- People don't give each other enough feedback and recognition.
- Decision making procedures are often slow, unclear and complicated.
- Leaders are too task focussed and forget they need to focus on facilitating cooperation, recognition and innovation.



### Phase 3

#### Norming

- The leader and the structure are still standing. People are starting to know and respect each other's strengths and weaknesses. They are starting to take ownership themselves for the process and are establishing standards of cooperation.
- In this phase there is a basic need for identity - people are starting to get willing again and are able, and want to figure out: how can we best work together?

#### The leadership task is:

1. Step back from a structuring more directive role and start facilitating others to problem solve.
2. Make sure everyone is still participating and included.



## And if you get stuck?

1. Share these guidelines with the team and reflect together on what's missing.
2. If that doesn't help call in a team coach.
3. If that still doesn't help think about replacing some of the members of the team .

For more information go to: [www.teamagility.com](http://www.teamagility.com)



## Many thanks to:

- The extraordinary cross functional cooperation team who created this, under leadership of Drs. Sari van Poelje ([www.sarivanpoelje.com](http://www.sarivanpoelje.com)).
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- The teams that blossomed from our feedback.

