

# DEVELOPING COLLABORATIVE RELATIONSHIPS

## CROSS-FUNCTIONAL COLLABORATION

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## *Some Class Rules:*

- To make the most out of this session **PLEASE**;
- Turn-off your mobile phone or put it on mute.
- No eating in the classroom. Please use the common room on the second floor for this purpose.
- Be respectful of your classmates and lecturers
- I will go through the PPT slides and invite questions and/or feedback **at various points** during the session.



# LEARNING OUTCOMES

- At the end of the lesson, students should be able to
- Explain what makes an effective team
- Distinguish between 6 types of work teams
- Define cross-functional team
- Understand Enterprise Collaboration Systems (ECS)



# EFFECTIVENESS OF TEAMS

- Teams typically outperform individuals when tasks require multiple skills, judgment, and experience.
- Teams are a better way to utilize individual employee talents.
- The flexibility and responsiveness of teams is essential in a changing environment
- Empowered teams increase job satisfaction and morale, enhance employee involvement, and promote workforce diversity.



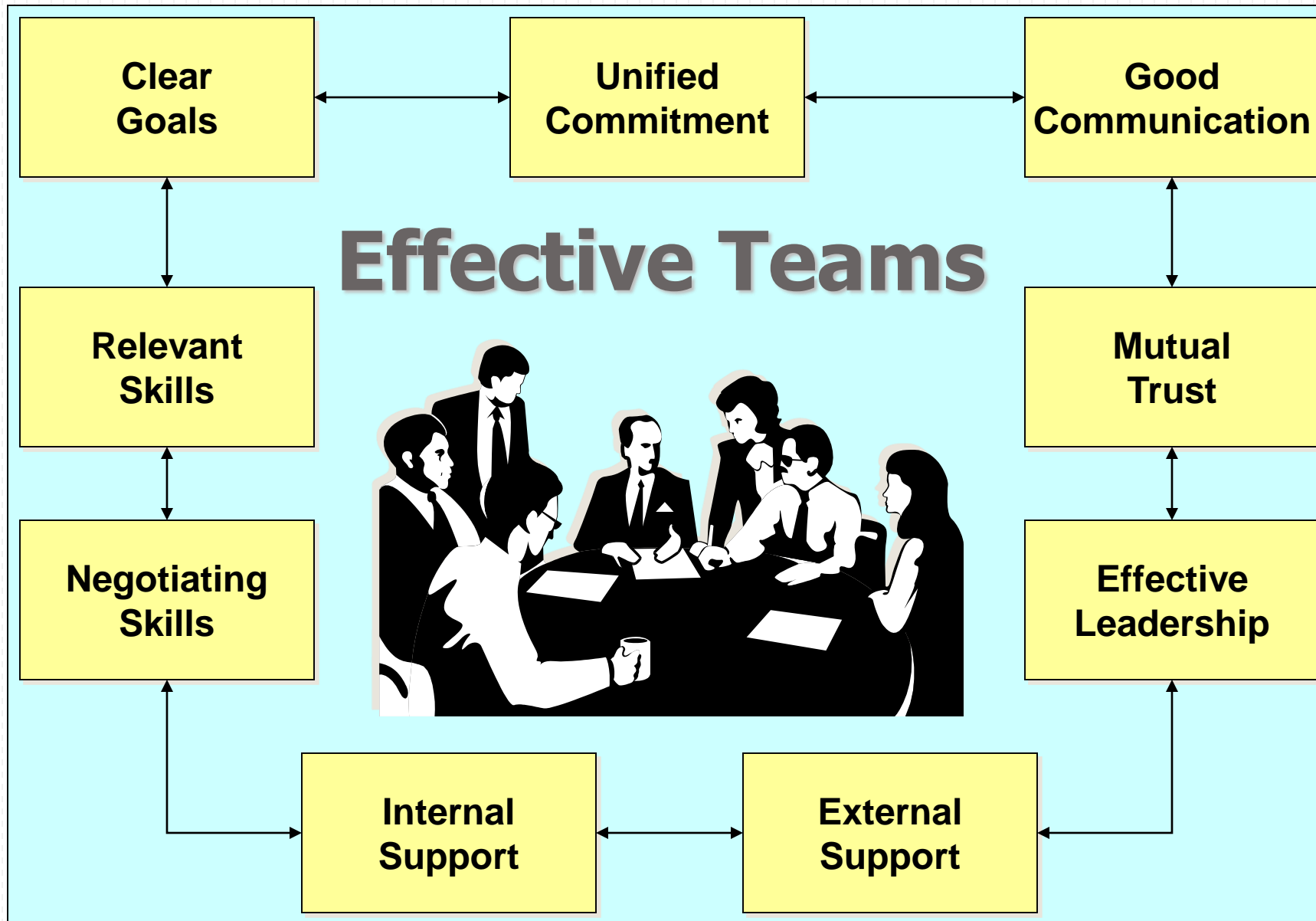
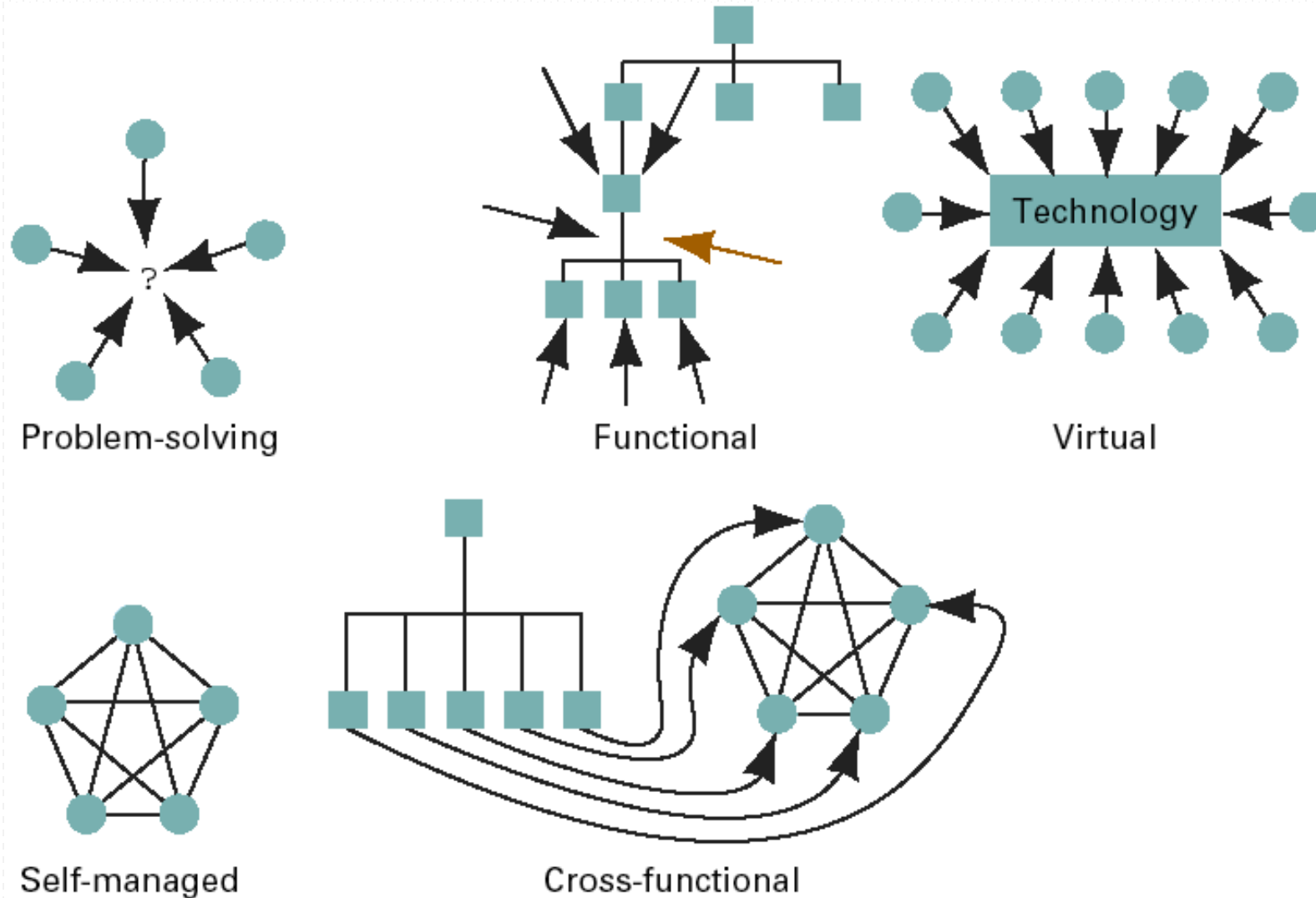


Fig. 1.0

# TYPES OF WORK TEAMS

Fig. 2.0



# TYPES OF WORK TEAMS <sup>(1)</sup>

- **Functional team**

- A work team composed of a manager and the employees in his or her unit and involved in efforts to improve work activities or to solve specific problems within particular functional unit.

- **Problem-solving team**

- Typically employees from the same department who meet each week to discuss ways of improving quality, efficiency, and the work environment.



# TYPES OF WORK TEAMS <sup>(2)</sup>

- **Quality circle**

- Employees and supervisors who share an area of responsibility and who meet regularly to discuss quality problems, investigate the causes of the problem, recommend solutions, and take corrective actions but who have no authority.

- **Self-directed work team**

- A formal group of employees that operates without a manager and is responsible for a complete work process or segment that delivers a product or service to an external or internal customer





# TYPES OF WORK TEAMS <sup>(3)</sup>

- **Virtual team**

- A team that meets electronically; allows groups to meet without concern for space or time.

- **Cross-functional work team**

- A team composed of employees from about the same hierarchical level but form different work areas in an organization who are brought together to accomplish a particular task



# CROSS-FUNCTIONAL TEAMS (CFTs)

- Cross functional teams are defined as “*groups aimed at developing opportunities that require diverse expertise and induce/instigate people from different functions to work together, establishing and communicating the rewards for collaborative behaviour*” (Pagell, 2004).
- It typically consists of members at the same level of hierarchy in the organization but serving in different areas (finance, marketing, operations, R&D, HRM, accounting, etc).
- Sometimes, it may include employees from all levels of an organization and members from outside the organisation.



# CFTS VERSUS REGULAR TEAMS

- Cross-functional teams are significantly different from teams that are aligned on a 'functional' level.
- *For example*, a group of marketing people would generally have a good understanding of what their department is trying to accomplish.
- *With a cross-functional team*, you may have representatives from a wide array of specialties – finance, accounting, operations, legal, human resources – and each person has his or her own perspective and issues.
- CFT's are dynamic and sometimes requires virtual teams.



# ACTIVITY

- Based on your knowledge of what Cross-functional teams are..
- Can you and a colleague come up with at least **TWO benefits** of using cross functional teams *without consulting any secondary sources*.
- Can you also think of some **problems** that could potentially arise in Cross-functional teams?



# WHY USE CROSS-FUNCTIONAL TEAMS?

- Provide better quality of decisions in comparison with individual decisions.
- Maintain focus on the organisational broad goals
- Provide increased responsiveness to the market
- Reduce the cycle time in new product development
- Decision making authority



# PROBLEMS ASSOCIATED WITH CFTS

- Teams can take significantly longer to develop cohesion
- There may be a high level of conflict in these teams due to unit rivalry, egos, and possible conflict of interests
- Transfer of knowledge and ideas among individuals and functional groups could be challenging.



# Successful Cross-Functional Teams depends on

- Team Spirit
- Relationships
- Purpose and Objectives
- Communication
- Role Clarity
- Problem Solving and Decision Making
- Development (Team and Individual)
- Cross Functional Working





# How to improve collaboration among cross functional teams

- **Transparency:** Collaboration fails due to differing, unspoken or hidden agendas. When team members share similar assumptions, or at least understand where they differ, it improves their ability to work together much more effectively.
- **Use appropriate communication media:** Use relevant synchronous media and emails for documentation purposes.
- **Know your counterparts:** Some collaboration problems usually occurs because of not knowing how colleagues think or operate. Understand what motivates them, how they like to tackle problems or difficult situations, spend time with your counterpart to establish trust, etc? *Any other ideas?*
- **Align your motivators:** Collaboration increases when everyone understands “What’s in it for them”.





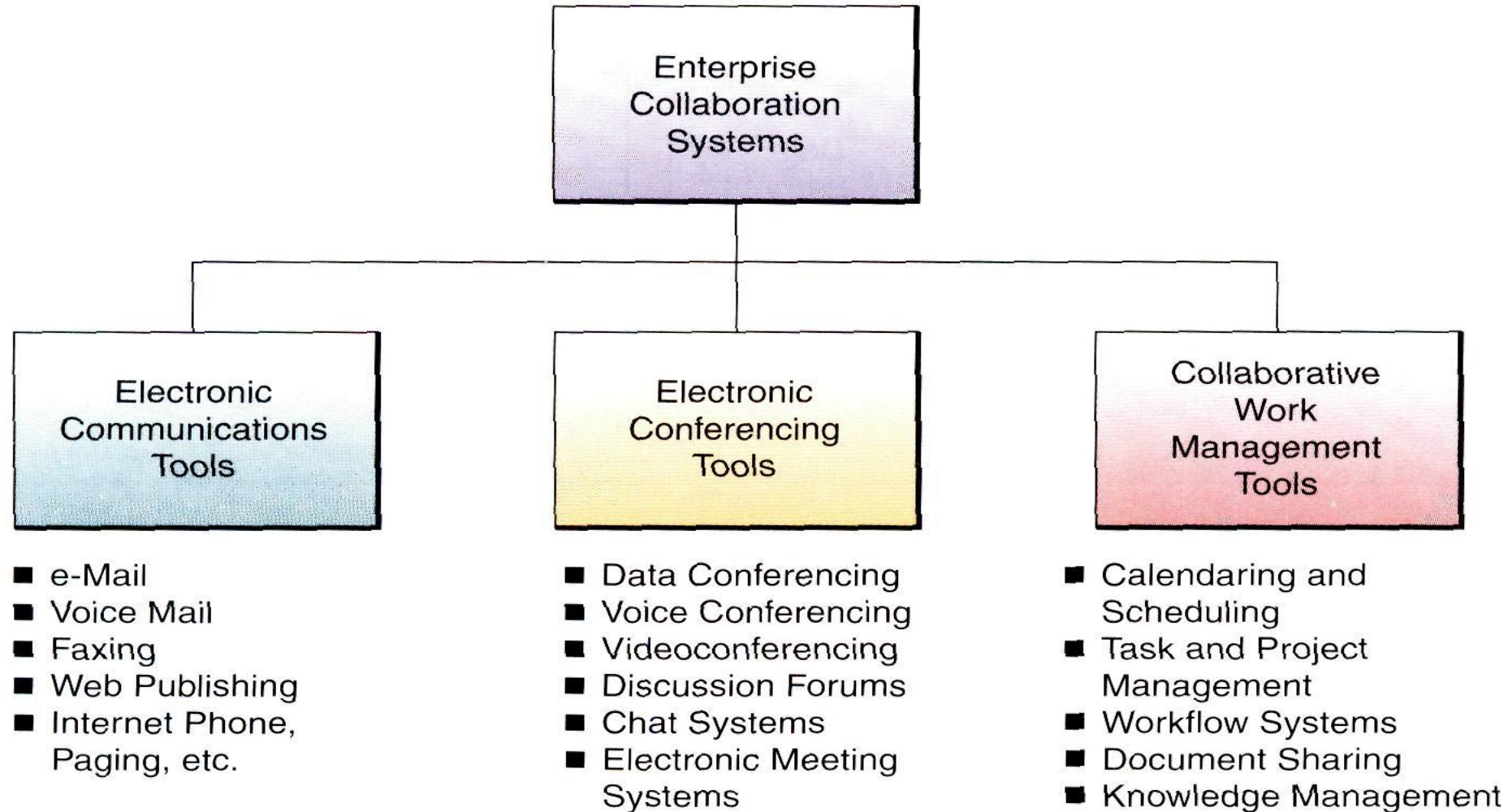
# ENTERPRISE COLLABORATION SYSTEMS (ECS)

- Cross-functional e-business systems that enhance **communication, coordination, & collaboration**
- **Communicate** – sharing information with each other.
- **Coordinate** – coordinate individual work efforts & use of resources with each other.
- **Collaborate** – work together cooperatively on joint projects and assignments.



# TOOLS FOR ECS

Fig. 4.0



# TOOLS FOR ECS

Electronic Communication Tools: enables you to send messages, documents and files in data, text, voice or multimedia over communication networks.

Electronic Conferencing Tools: enables teams and workgroups at different locations to exchange ideas interactively at the same time.

Collaborative Work Management Tools: helps people accomplish or manage group work activities.



# FURTHER READING

- PAGELL, M. (2004). Understanding the factors that enable and inhibit the integration of operations , purchasing and logistics. *Journal of Operations Management*, 22, 459-487.
- Robbins, S. P. and Decenzo, D. A. (2004). *Fundamentals of Management: Essential Concepts and Applications*. Prentice Hall. Ch. 9.
- Mayfield, P.M., 2013 *Practical People Engagement: Leading Change Through the Power of Relationships*. 1st ed. Oxfordshire Elbereth Publishing.
- Patton, B., (et al) 2011. *Difficult conversations: How to Discuss What Matters Most*. New York: Viking Press.

