Learning objectives

Module 10 Objectives

- To understand the importance of liaison and collaboration with other key departments
- To understand the importance of influencing and negotiation skills needed for effective teamwork
Content of the presentation

1. What do we mean by cross-functional communication?
2. Common problems – unexplored differences
3. Common problems – poor behaviours
4. Practical ways to overcome these problems
Introduction

Imagine if you.....

- Consistently arrived late
- Did not do the work you were asked to
- Focused constantly on items of lowest importance
- Didn’t tell anyone else what you did
- Repeated the same job that somebody else does

What would happen?
Introduction

Yet frequently in teams we see...

- Some members are not informed about important developments
- Meeting time management is poor
- Big issues are postponed – trivia rules
- Action points are not actioned – and there are no consequences
- Stakeholders are frequently ignored
1. What do we mean by cross-functional communication?

Case study: “Propose graphically your idea about future organizational structure of your department.”

‘Cross’ – a ‘horizontal’ grouping – e.g. a project team
Function – group of experts – a ‘Department’ or ‘Division’
1. What do we mean by cross-functional communication?

*Case study: “Out-sourcing to CRO”*
1. What do we mean by cross-functional communication?

Why is it important?

• Make work more efficient
• Resolve problems more quickly
• Get functional people focused on products and customers instead of hierarchies
• Make better decisions

It’s common to find team charters, collaboration software, team and individual training sessions

Yet still we see problems....
1. What do we mean by cross-functional communication?

How do we compare to other sectors?

<table>
<thead>
<tr>
<th>Open Warfare</th>
<th>Very disorganised</th>
<th>Serious Effort</th>
<th>Perfect Collaboration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Politics</td>
<td>Media</td>
<td>Pharma R&amp;D</td>
<td>Pharma Manufacturing</td>
</tr>
<tr>
<td>Media</td>
<td>Pharma Manufacturing</td>
<td>Banking</td>
<td>Supermarket/Retail</td>
</tr>
<tr>
<td>Healthcare</td>
<td>Airlines</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2. Common problems – unexplored differences

- Expertise
- Work preferences
- Social styles
- Attitudes towards authority
2. Common problems – unexplored differences

Expertise

- ‘Egocentricity’ – accepted neuroscience principle
- Our own ideas feel naturally right to us
- We empathise with similarly trained people
- We can reject other ideas / see our world view as most important
2. Common problems – unexplored differences

**Classifying Work Preferences**
What do you do easily when under pressure?

<table>
<thead>
<tr>
<th>Push</th>
<th>Look around</th>
</tr>
</thead>
<tbody>
<tr>
<td>State goals</td>
<td>Think of new ideas</td>
</tr>
<tr>
<td>Get into action</td>
<td>Be optimistic</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Check details</th>
<th>Ask questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan</td>
<td>Listen</td>
</tr>
<tr>
<td>Systematic work</td>
<td>Pull people together</td>
</tr>
</tbody>
</table>
2. Common problems – unexplored differences

Social Styles

‘Task’ focus
Unemotional

‘People’ focus
Emotional
2. Common problems – unexplored differences

Social Styles

**ASSERTIVE BEHAVIOR**

- **Blunt**
  - Strong
  - Expresses wants clearly
  - Seeks results

- **Critical of others**
  - Respectful
  - Polite
  - Listens
  - Empathizes

- **Attacks**
  - Overly compliant
  - Critical of self
  - Doesn’t express wants

- **Shuts people off**

**AGGRESSIVE BEHAVIOR**

**PASSIVE BEHAVIOR**
2. Common problems – unexplored differences

**Tell (Extrovert)**
- Speaks quickly, interrupts
- Gets down to business quickly,
- Makes quick decisions

**Expressive**
- Walks and talks quickly
- Energetic. Can seem loud
- Shares ideas and feelings

**Task Focused**
- Speaks slowly and distinctly
- Does things carefully/correctly
- Gathers data before decisions

**People Focused**
- Walks slowly and purposefully
- Warm and friendly
- Wants to know other’s views

**Analytical**
- Walks slowly and purposefully
- Warm and friendly
- Wants to know other’s views

**Amiable**
- Walks slowly and purposefully
- Warm and friendly
- Wants to know other’s views

**Ask (Introvert)**
- Speaks slowly and distinctly
- Does things carefully/correctly
- Gathers data before decisions
2. Common problems – unexplored differences

Attitudes towards authority

Your department has one free place at a conference in Japan. Who goes – how would you prefer the decision to be made?

1. Your section head fights to get you the place
2. Based on grade, company rules – ensuring fairness
3. Who might bring back greatest value-add to projects
2. Common problems – unexplored differences

Attitudes towards authority

Empire

Hierarchy

Market

Network
3. Common problems – poor behaviours

Why don’t we do (abc)?

Hmm..

I don’t understand..

No, that wouldn’t work

Hey! I have an idea...

Listening and Ideas
3. Common problems – poor behaviours

Did you fix what we raised last time?

I didn’t see the minutes until yesterday

Could we decide now?

We said we’d check (abc..) but I think that’ll be OK won’t it?
3. Common problems – poor behaviours

We should reach (abc..) in three months

I didn’t think we were doing that?

Our people always said (abc) would not work

Can you clarify – what exactly is (abc)?

Common purpose
4. Practical ways to overcome these problems

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Action</th>
<th>Who</th>
</tr>
</thead>
<tbody>
<tr>
<td>ix the whatever</td>
<td>Complete asap</td>
<td>Joe</td>
</tr>
<tr>
<td>Sort the so and so</td>
<td>Postpone</td>
<td>Jane</td>
</tr>
<tr>
<td>Timeline for abc</td>
<td>Send to Jim</td>
<td>Fred</td>
</tr>
</tbody>
</table>
4. Practical ways to overcome these problems

Questions to clarify Purpose and Goals

- **Purpose**
  - Why are we doing this? To achieve what?
  - Why/Why/Why? What larger business need is this project part of?

- **Outcomes**
  - What will be produced at the end?
  - What will its key features be?
  - What will reactions of stakeholders be?

- **Success Measures**
  - What will tell us we have achieved?
  - What is the minimum Quality?
  - What metrics/numbers can we agree?
4. Practical ways to overcome these problems

Complete a team assessment....
4. Practical ways to overcome these problems

“Set up a department meeting with the Global head. Make strong case for face-to-face event.”

Talk about how we do things....

• What has gone well / not so well
• What meetings regime will work best for us?
• What should be the ‘ground rules’
• From each – what I do ; what I need ; what I don’t understand
4. Practical ways to overcome these problems

Encourage better Listening....

- LISTEN! ASK QUESTIONS!
- Control the dominant
- Encourage the quiet ones

Build on Ideas....

- Identify where you agree and where you don’t
- Ask proposer to make their case
- Propose a solution – ask if people will support
4. Practical ways to overcome these problems

Clarifying expectations

Internal to the team:
- Team ground rules – acceptable / not acceptable behaviours
- Agree how/when the team will review and continue to learn

With stakeholders / partnerships
- Plan how/when and who should originate reports
- Plan the optimum schedule of meetings
- What events will require escalation?

<table>
<thead>
<tr>
<th>Comms type</th>
<th>When</th>
<th>Initiator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Update meeting</td>
<td>Monthly</td>
<td>Joe</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Jane</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Fred</td>
</tr>
</tbody>
</table>

Communication Plan
4. Practical ways to overcome these problems

Improve your agendas!
4. Practical ways to overcome these problems

Make more time with a good Status Update

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### Project Status Update

You can open and close the detail of any of these categories by clicking the + symbol **below** each one.

### PIPMG Future Vision and key strategic issues

**Key issues:**
- Firming up of future vision and looking at strategic collaborations.
- Review ICR's move into more 'general project management' topics and identify synergies / reduce overt competition

### General Marketing activities / Online presence

**Key issues:**
- Research on industry trends; IT proposals; Recruitment presence

### PIPMG Finances

**Key issues:**
- Regularising the timeline - predicting cashflow.

### Forthcoming Event

**Key Issues:**
- Date has been moved to 29/30 May because of hotel availability in Basel
4. Practical ways to overcome these problems

“Set up a collaboration area online. Put key documents on it, including meeting minutes and action lists”

Use existing technology!

Agenda prepared from Status Update document. Functional input in advance

No Agendas emailed – No printing

Company network

Agenda + Actions single spreadsheet – projected at meeting

Actions captured online at meeting – no ‘Minutes’ necessary
4. Practical ways to overcome these problems

“Hire consultant”

Get help!

- An external pair of eyes – identify exactly what will make the difference
- Facilitate the difficult conversations
- Lead reviews
What did we cover?

1. What do we mean by cross-functional communication?
2. Common problems – unexplored differences
3. Common problems – poor behaviours
4. Practical ways to overcome these problems
Summary

Coaching cross-functional teams and leaders
Observing / assessing teams and partnerships
Project management training

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QUESTIONS?
Recommended References

- www.maxwideman.com
  - Great advice on project / cross-functional management
- Riding the Waves of Culture
  - Good, readable book by Fons Trompenaars
- www.ppmlld.com
  - Great tips on what makes projects work
- www.pipmg.org
  - Pharma projects association
Thanks!

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