

# Cross-Functional Management

Creating Powerful Work Teams

**How to steer people's efforts without hierarchical authority over them?**

**How to share methods and tools in cross-functional units?**

**How to coordinate work and enable cooperation without hierarchical ties?**

## Who can benefit:

- Managers in charge of cross-functional, functional or operational processes

## If you want to...

- **Understand** and fill your role as expert in your field
- **Position** your role as cross-functional manager and fine-tune your strategy
- **Develop** your influence without hierarchical authority
- **Coordinate** functions
- **Nurture** a cooperative approach among stakeholders and their managers

...Then this course is for you.

## By the end of this course, you will see...

### ■ Tangible benefits for you:

- Find the right position to fill your specific role as cross-functional manager
- Find the right bearings to play your role effectively and efficiently in a complex organisation
- Blend your role into other management modes
- Involve players in efforts to achieve shared objectives or further shared interests
- Improve interpersonal issues in functional relationships
- Promote your role as cross-functional manager

### ■ Tangible benefits for your company:

- Position cross-functional missions more clearly to enhance management efficiency across the board (hierarchical, project, network and cross-functional management)
- Greater cross-functional mission efficiency (integrated units, practice pooling, and shared policy, methods and tools)
- Connect interfaces and use them more efficiently
- Better cooperation between hierarchical ties and cross-functional units

## The keys to cross-functional management efficiency



**1] The expert: understanding and filling your role as expert in your field**

**2] The strategist: understanding where your role as cross-functional manager creates value and adjusting your strategy accordingly**

**3] The leader: leveraging influence without statutory authority**

**4] The manager: coordinating cross-functional efforts in matrix units**

**5] The communicator: creating the conditions that enable cross-functional cooperation**

## Role-play: the Southern case

### 'Stepping into a cross-functional manager's shoes'

#### Case study:

- > David Martin has just been appointed quality manager at Southern, a group based in the south of Europe. Southern's corporate culture is top-down and staff have a habit of punctiliously following orders from senior management and HQ support functions
- > Andersen, a Scandinavian company with a much more democratic and consensus-based management culture, has just bought out Southern
- > David's job scope has grown, he has started working with new units, using the methods he has always used, and he is having a lot of trouble ...

## Our angle:

- Hierarchical and project management methods do not work in cross-functional management situations
- Cross-functional management takes more than influence and communication techniques
- A cross-functional manager has to be an expert, strategist, leader, manager and communicator



## Your training path



### Two 30' e-learning modules >>



#### Positioning the cross-functional manager

- The difference between cross-functional management and other forms of management.
- Positioning the cross-functional manager in his own context.
- Positioning yourself in your role as a cross-functional manager.



#### Lobbying strategy of the cross-functional manager

- Drawing a map of relevant actors.
- Assessing the resources you require for your transversal role.
- Developing your influence with a suitable action plan.

### >> Two-day classroom course >>

#### 1\_ The strategist

- Why companies use cross-functional missions
- Positioning your role as cross-functional manager
- Positioning yourself as cross-functional manager
- Rolling out a strategy to approach stakeholders

#### 2\_ The leader

- Exerting your influence over people who have different frames of reference
- Leveraging influence without statutory authority

#### 3\_ The manager

- Identifying the different coordination mechanisms at work in the organisation
- Cross-functional management and coordination mechanisms
- How to use the different coordination tools

#### 4\_ The communicator

- Fostering cross-functional cooperation
- Dealing with stakeholder resistance

### >> Three 30' e-learning modules



#### Ensuring cross-functional coordination

- Understanding coordination mechanisms.
- Knowing how to use the different coordination mechanisms.
- Managing the impact of coordination mechanisms on stakeholders.



#### Effective cross-functional manager communication

- Introducing a relations system that encourages cooperation.
- Understanding the different frames of reference of other people.
- Adapting your communication to suit these frames of reference.
- Managing resistance caused by different frames of reference.



#### Leadership of the cross-functional manager

- Using levers of influence as a cross-functional manager.
- Exercising your leadership through persuasive techniques.
- Dealing with resistance from stakeholders.

## Personalised support throughout your course

- > At each stage of the course, you will receive an Outlook invitation and an email reminder
- > You can track your progress through the course on the web platform
- > A technical hotline is available 9am-6pm weekdays to make sure your course runs smoothly
- > As an optional extra, a tutor can provide coaching at your workplace before and after the classroom training