Global Learning
BY CEGOS®

Cross-Functional Management
Creating Powerful Work Teams

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

Pre-requisites
- There are no pre-requisites for this course

Objectives
- 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

On-the-job benefits
- 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

Benefits for the company
- Position cross-functional missions more clearly to enhance management efficiency across the board
- Greater cross-functional mission efficiency
- Connect interfaces and use them more efficiently
- Better cooperation between hierarchical ties and cross-functional units

Special features of this course

The keys to cross-functional management efficiency

LEADERSHIP
MANAGEMENT
STRATEGY
COMMUNICATION
EXPERTISE
ROLES

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

Programme

Knowledge
self-assessment

Introduction
and the first tools

Classroom training:
ongoing role-play exercises, case studies,
peer coaching, individual action plan, etc

Cement knowledge and practice

Progress self-assessment

| Initial assessment | e-learning | Classroom training | e-learning | Final assessment |

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.

Key points

> Assessments both before and after the course
> E-learning modules accessible for 1 year
> Personalised support throughout your course