As more companies work in teams comprised of multiple departments and functions, a lack of clear authority and conflicting priorities can create ambiguity, which means many of these teams are not fully performing.

Although cross functional teams have many benefits, including increased efficiency, faster decision making, and more opportunities for sharing resources, OnPoint has found many of these matrix teams fail to reach their full potential. Leaders lack the skills to gain the cooperation of the people they need to successfully achieve results. Team members also lack the resources and knowledge needed to work well together.

“Organization structures do not fail; managements fail to implement them correctly.”

-Jay R. Galbraith, professor emeritus at the International Institute for Management Development

Based on over 25 years helping Fortune 500 companies and successful mid-sized companies improve the efficiency and effectiveness of their matrix teams, OnPoint has developed a series of training programs that enable the members of multi-functional teams to work better across boundaries.
OUR EXPERTISE
OnPoint president, Rick Lepsinger has published numerous articles and five books on leadership and organizational effectiveness, including *Closing the Execution Gap: How Great Leaders and Their Companies Get Results*. This book, based on extensive resource and years of practical experience, outlines what interferes with leaders’ abilities to effectively execute initiatives and implement change. It also provides a blueprint for overcoming these hurdles. Rick was also on the faculty of GE’s Management Development Course (MDC) for four years and led the full day session on “Collaborating for Success in GE's Global Matrix.”

What Our Clients Are Saying About Our Programs for Working Across Boundaries

“We put a solid strategic plan in place but we understood that having a great plan wasn’t enough and that execution would be the key to our success. OnPoint helped us clarify the steps needed to close our strategy-execution gap and deliver business results. In addition, they understood our needs and worked with us as true partners.”

-Pat Rech, Chief Human Resource Officer, Erie Insurance

“OnPoint’s Execution Gap Survey identified our strengths as well as the factors that inhibited our ability to get things done and their implementation process helped build consensus among the key stakeholders. As a result, work teams were formed to improve cross-organizational coordination and cooperation, and we quickly saw key improvements.”

-Joost Systma, VP, Development and Engineering, ASML

OUR PROGRAMS
Each program is available as a full day or half day face-to-face session or in a 90 minute instructor-led online format. They are also available in a self-guided e-learning format which makes them more accessible, cost-effective and scalable. Each program can be customized to meet the specific needs of your organization.
INFLUENCE WITH IMPACT

WHAT:
Ideal for anyone who needs to work across organizational boundaries, this program focuses on the behaviors used by the most effective influencers. The program uses the Influence with Impact 360° survey to objectively assess a leader’s influencing skills based on input from others. A self-assessment is also available.

A study published in the Journal of Applied Psychology found OnPoint’s Influence with Impact 360° survey, when used as part of a workshop led by a certified trainer, increased managers’ use of effective influence tactics and resulted in a positive change in their behavior.

PARTICIPANTS WILL:
• Recognize the influence tactics used by effective managers
• Understanding their preferred style for influencing and learn how to incorporate other effective tactics. Learn the skills required to deliver each tactic for maximum effect and impact
• Develop an influence plan to gain the support of people over whom you have no direct authority

BUILDING AND SUSTAINING TRUST

WHAT:
This dynamic session addresses the challenges of building trust in today’s global, geographically distributed work environment. It provides actions for leaders to build and enhance trust with matrix partners. The centerpiece of the program is the Trust Quotient Self-Assessment. Based on the work of Charles Green of Trusted Advisors, the assessment provides participants with a profile of their trustworthiness.

PARTICIPANTS WILL:
• Learn to recognize the four components of trustworthiness
• Understand their primary approach to building trust and enhancing trustworthiness
• Learn techniques to build and sustain trust with matrix partners
LEADING MATRIX TEAMS

WHAT:
Organizations that proactively plan how to structure their matrix teams and understand “what good looks like” will see a better return on their investment. This program enables matrix team leaders to set their teams up for success and prepares them to address the challenges that come with leading a multi-functional team. As an option, teams can also take the GRID Assessment to determine how effectively they are working in a matrix structure and the areas that need attention.

PARTICIPANTS WILL:
• Gain an understanding of what makes a matrix team successful and the factors that inhibit a matrix team’s performance
• Learn tools and techniques to address the challenges that negatively affect matrix team performance
• Ensure matrix partners have the skills to sustain a culture of cooperation
• Learn tips on how to launch a new matrix team

CANDID CONVERSATION: ENGAGING IN HIGH-IMPACT CONVERSATIONS

WHAT:
This program prepares leaders to effectively deal with the conflicts that can arise among members of cross-functional teams and turn a potentially uncomfortable situation into a constructive conversation. It introduces tools for courageous dialogue and provides strategies for turning confrontation into problem solving.

PARTICIPANTS WILL:
• Understand their preferred style for managing conflict and develop style flexibility
• Learn how to diffuse the emotional component of conflict
• Apply proven strategies for confronting tough communication challenges
• Be better able to use active listening and constructive dialogue skills when working in a cross-functional team
BUILDING AND SUSTAINING COOPERATION AND COLLABORATION

WHAT:
The virtual nature of many workforces, combined with the need to work across organizational boundaries, makes it more difficult for organizations to create and sustain high levels of cooperation and coordination. This work session helps the members of cross-functional teams take the uncertainty out of the matrix structure, implement the elements necessary to address the challenges of working on cross functional teams, and build a culture of collaboration.

PARTICIPANTS WILL:
• Understand how to use shared goals and values to make cooperation among the members of multi-functional teams desirable
• Learn tools to establish clear roles and decision authority
• Understand when to involve others in decisions to enhance decision quality and acceptance
• Learn practical tips to improve communication with matrix team members

INSPIRATIONAL LEADERSHIP: HOW GREAT LEADERS INSPIRE ACTION

WHAT:
When you can’t rely on position authority to encourage individual team members to work together to achieve results, which is often the case when working on cross-functional teams, you need to be able to inspire others to generate passion and enthusiasm for an initiative. In these situations you need to be a role model who can clearly and authentically communicate your values and the organization’s values and convince others to adopt them.

PARTICIPANTS WILL:
• Learn to recognize the difference between “inspiring” and “motivating”
• Learn strategies to build a coalition of peers and colleagues who have high levels of engagement and enthusiasm
• Learn four elements of inspirational leadership and how to apply them
START EMPOWERING YOUR ORGANIZATION TODAY

READY TO ACCELERATE YOUR ORGANIZATION’S PERFORMANCE?
OnPoint’s training programs are based on proven research and practical experience. We have helped many companies enhance cross-functional team effectiveness and make the matrix work, including:

- PPL (formerly Pittsburgh Power and Light)
- PepBoys
- Guardian Life Insurance
- Southco Inc.
- ASML
- Merck
- ...and many more.

To learn more about the training programs listed in this guide or to talk to us about developing a customized training program, contact us today.

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