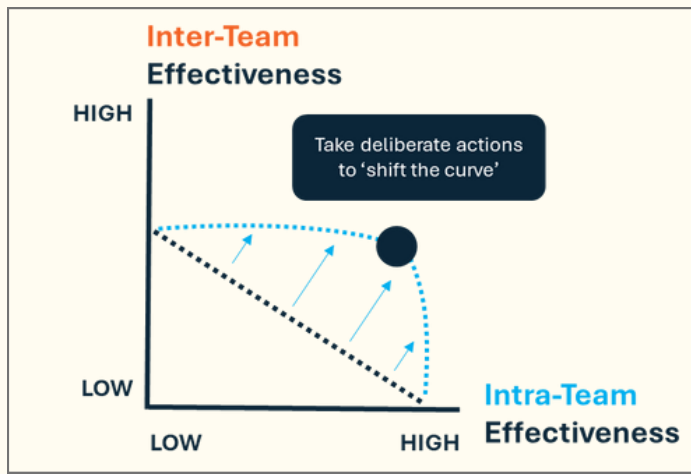




# CROSS-FUNCTIONAL COLLABORATION



There may be a trade-off between intra-team effectiveness and inter-team effectiveness



**Why This Leads to Higher-Performance:** Cross-functional collaboration improves organizational performance. Over 100 studies emphasize impact on diversity of thought, faster prototyping and innovation, improved problem solving, and more novel ideas and robust solutions.

**Why This Is an Issue Today:** Cross-functional collaboration is more difficult. While intact teams coordinate office days or offsites, cross-functional teams lack centralized planning and coordination – exacerbated by their forming and dissolving rapidly. Cross-functional teams often face challenges due to conflicting functional goals, requiring "give and take" problem-solving. Also, the cross-disciplinary composition of these teams can make it more difficult for members to perceive themselves as belonging to the same group, which can impact trust.

**New Research – What Works Well in 2025:** High-performance cultures simultaneously invest in cohesion of functional (intra-team) and cross-functional (inter-team) activities. The essential steps for inter-team collaboration include: (1) creation of shared identity (to shed parochial interests); (2) programming for flexibility (to ease cross-functional transfers and smoothen transitions); (3) designating individuals to serve as liaisons between different teams; (4) designing processes that increase visibility into the work status, priorities, and activities of other teams.



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