

Using Systems Thinking in Cross-Functional Teamwork to Create Innovation
(Perspectives, Attitudes, Intentions)

Author: Dr. Julia Taylor

Doctorate in Corporate Strategy

Director of Outreach, INCOSE International

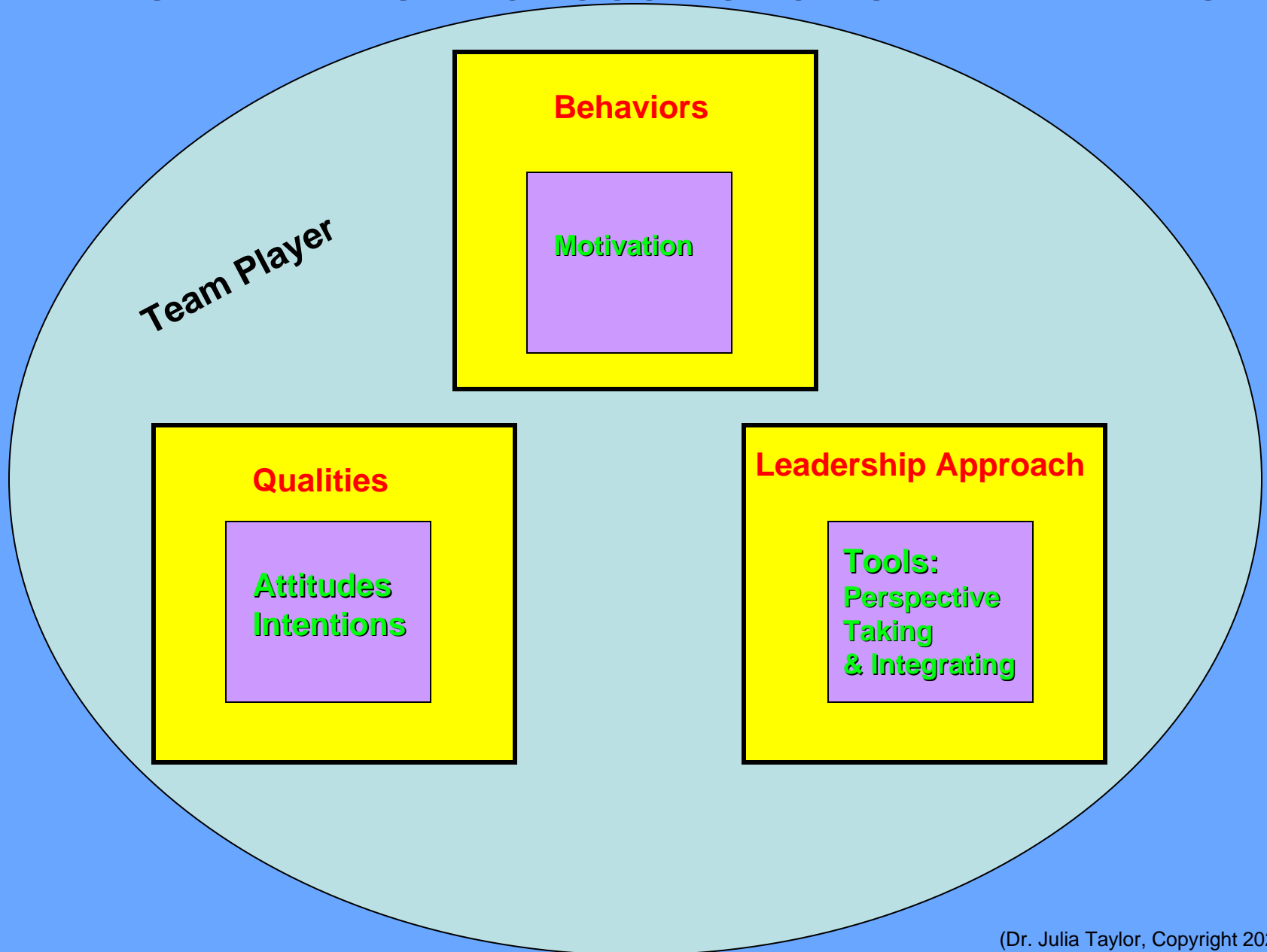
drjulia@taylorsuccesssystems.com

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SYSTEMS THINKING PRINCIPLES

- *The Big Picture**
- *The Context of a Project**
- *The Interaction Between Key Components
(People, Organization, Technology)**
- * Flow of Ideas, Decisions, & Activities**
- *The Timing of Key Events**
- *Impact the Process of Designing, Creating,
Developing, & Maintaining Systems**

KEY INGREDIENTS IN CROSS-FUNCTIONAL TEAMWORK

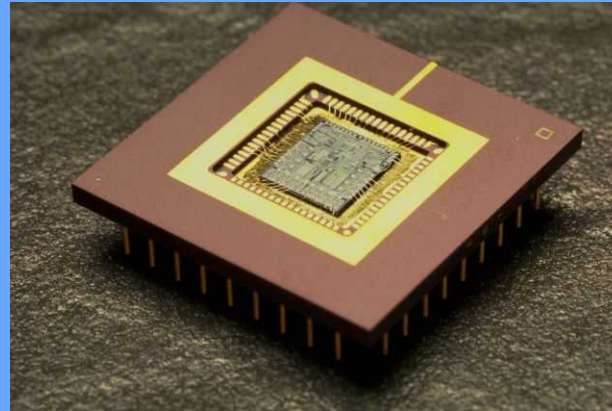


INNOVATION

Commercial result, often a new product, produced by the organization for the first time.



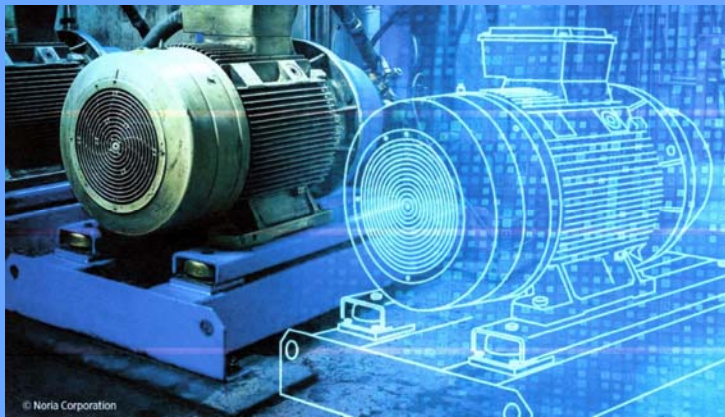
(Past Innovation)



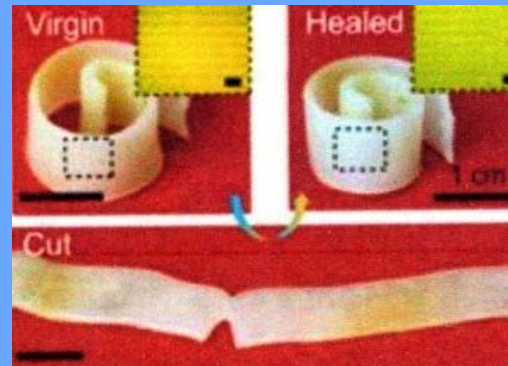
(Past Innovation)



(Future Innovation)



(Future Innovation)



(Future Innovation)

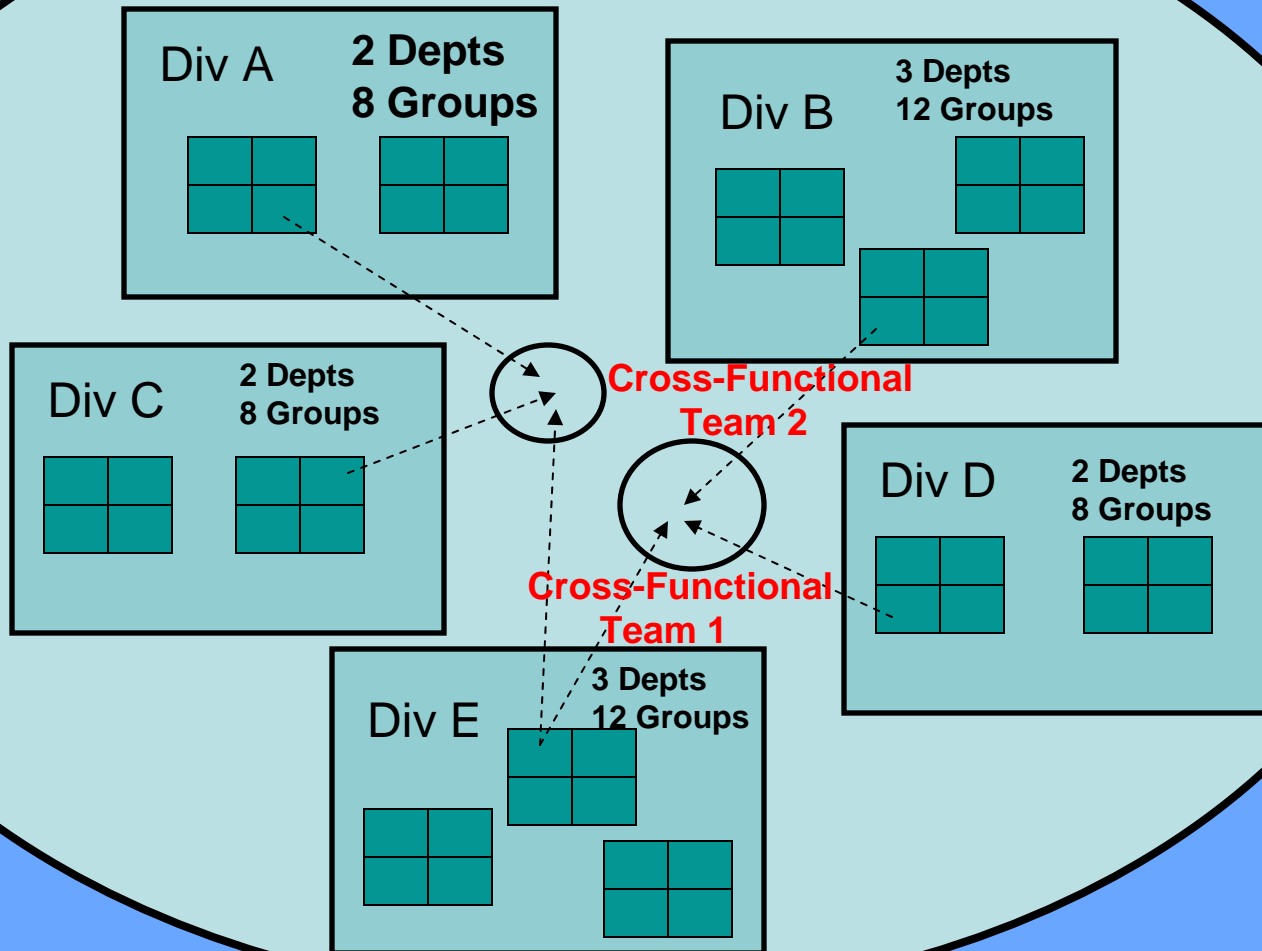
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IDENTIFY THE SYSTEMS CONTEXT

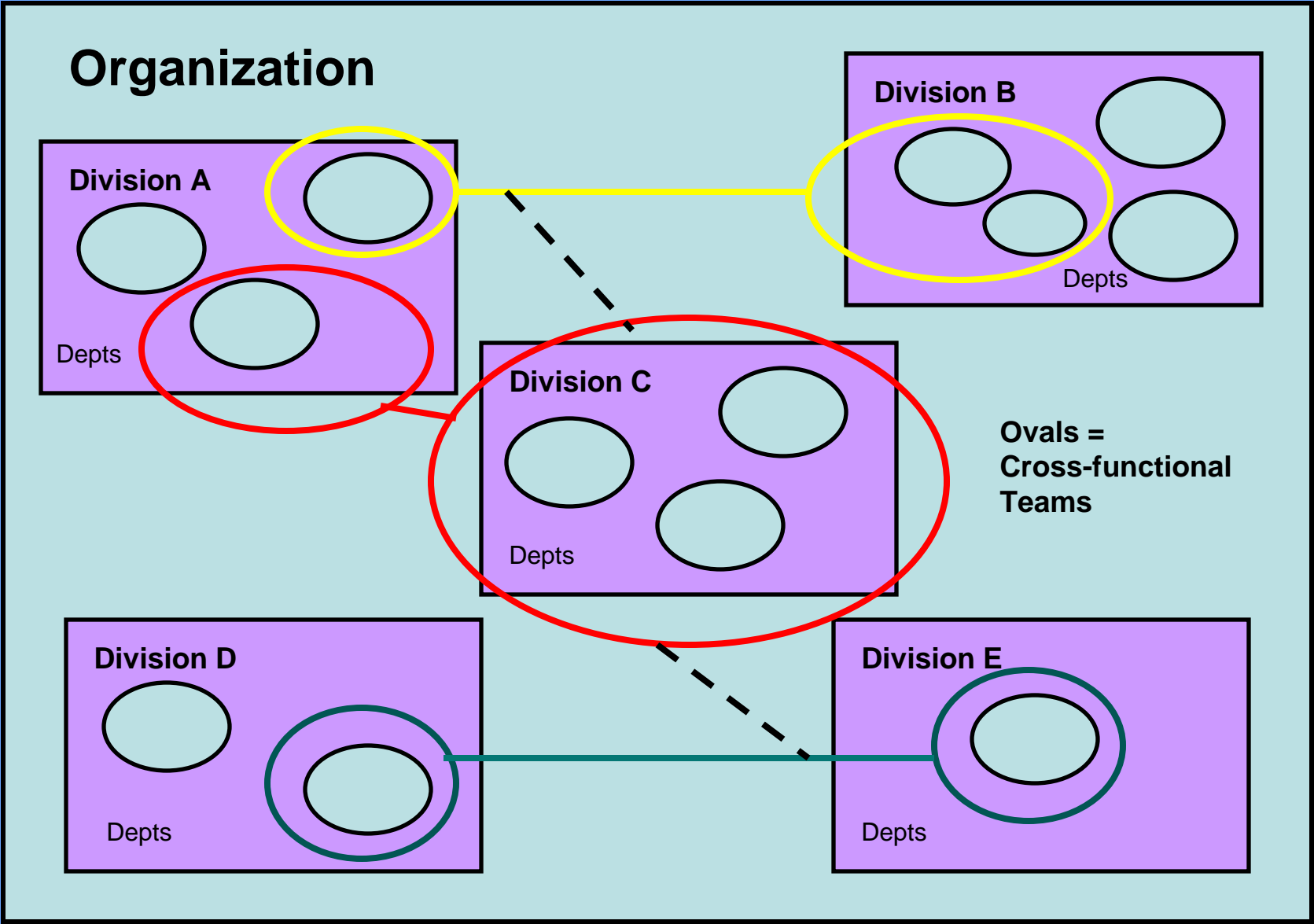
Environment

Customers

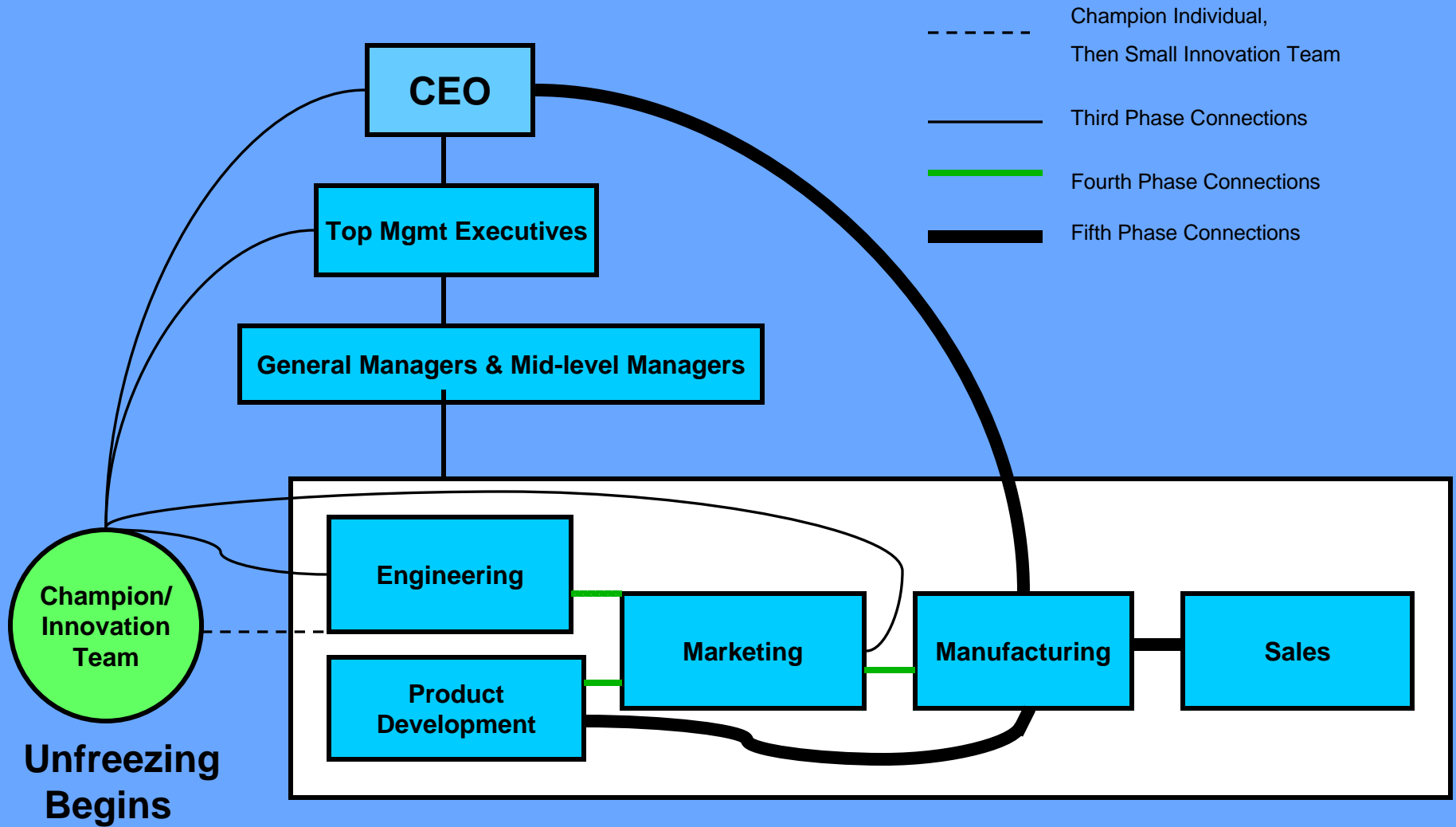
ORGANIZATION



HIGHER LEVEL CONTEXT FOR CROSS-FUNCTIONAL TEAMS



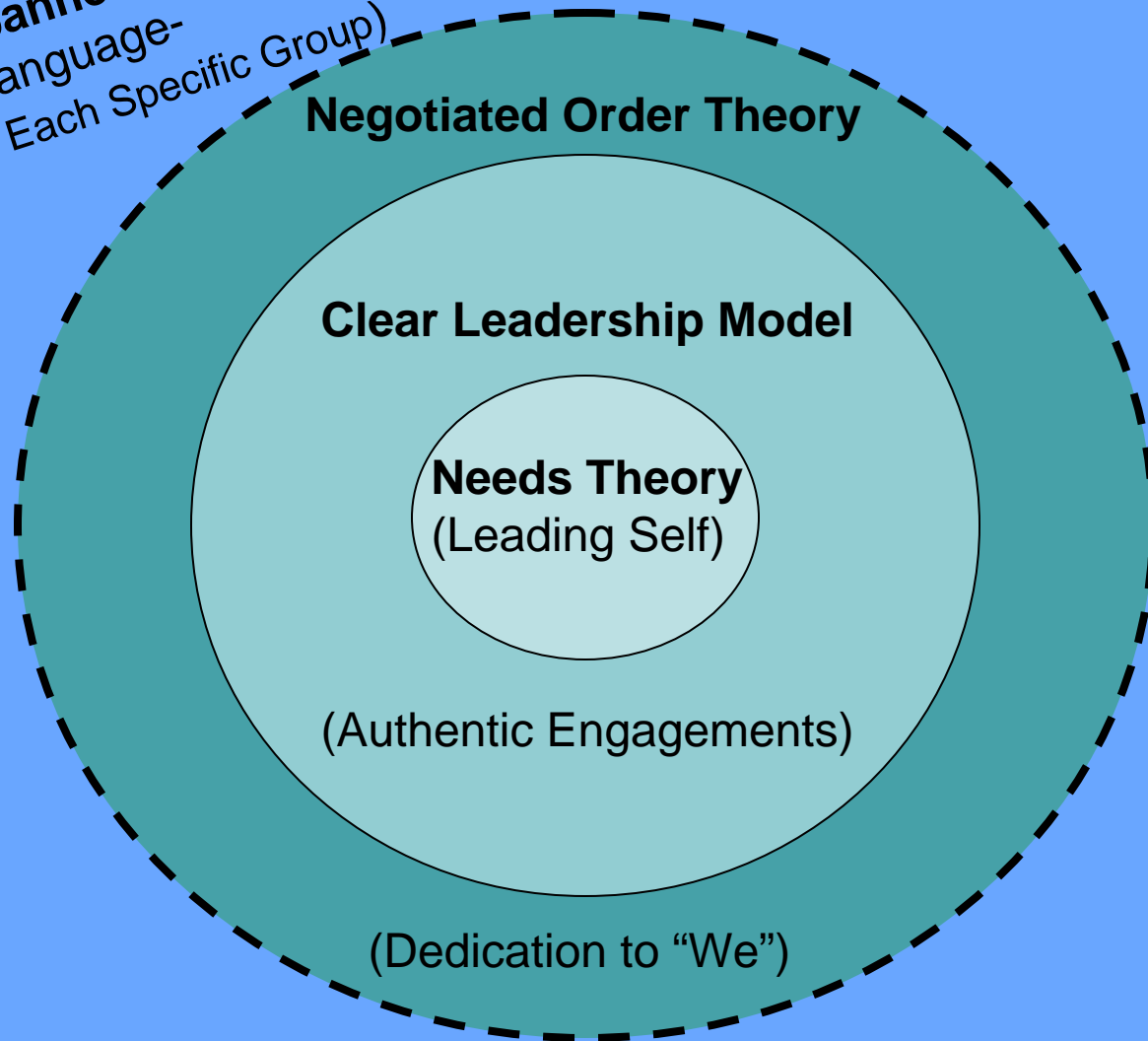
PROGRESSION OF INNOVATION CONNECTIONS





COLLABORATIVE LEADERSHIP: STARTS WITH EACH INDIVIDUAL PARTICIPANT

Boundary Spanner
(Using Language-
Tailored for Each Specific Group)



TEAM BEHAVIORS

- 1. Team Mission Analysis**
- 2. Goal Specification**
- 3. Planning**
- 4. Coordination**
- 5. Cooperation**
- 6. Information Exchange**
- 7. Performance Monitoring**
- 8. Systems Monitoring**
- 9. Backing Up Behaviors**
- 10. Intrateam Coaching**
- 11. Collaborative Problem Solving**
- 12. Team Practice Improvement**

TEAM QUALITIES

1. ***Works as a Problem Solver*** (By Having a Shared Mental Model)
2. ***Treats Others in a Respectful & Supportive Manner***
(Looks to Synthesize & Integrate Ideas Rather than Engage in Conflict.)
3. ***Communicates Constructively*** (With Positive Intention for Action.)
4. ***Listens Actively*** (Have a Curious Attitude)
5. ***Functions as an Active Participant*** (Not limited to a single aspect.)
6. ***Shares Openly & Willingly*** (Others may be inspired by them.)
7. ***Shows Commitment to the Team*** (Appreciates this team's goals.)
8. ***Cooperates & Pitches in to Help*** (Takes Initiative for Action.)
9. ***Exhibits Flexibility*** (Fluid situation requires quick adaptability.)
10. ***Demonstrates Reliability*** (Shows up for difficult moments.)

Attitudes & Intentions: BEHIND TEAM QUALITIES

PROBLEM SOLVER Can Do Attitude, Intention to Resolve Problem

RESPECTFUL Appreciate Other's Opinions, Intention to Use other's ideas

CONSTRUCTIVE Attitude of Cooperation, Intention to Advance Project

CURIOUS LISTENING Desire to Learn about Different View, Intend Understanding

ACTIVE Intention to Contribute in Multiple Ways, Helpful Attitude

OPEN SHARING Make it Safe for Others to Share More, Foster Authenticity

COMMITMENT Show Faith in the Cross-functional Team, Dedication to It

COOPERATES Volunteer to Help Others, Take Initiative with Forward Intent

FLEXIBILITY Show Attitude of Resilience & Adaptability, Intend Success

RELIABILITY Attitude of Being There thr Thick & Thin, Consistent Intention

LEADERSHIP IN CROSS-FUNCTIONAL TEAMS

1. Intellectual Stimulation
2. Individual Consideration
3. Charismatic Leadership
4. Directive Leadership
5. Participative Leadership
6. Interactive Leadership
7. Transformational Leadership
8. Transactional Leadership
9. Strategic Leadership
10. Shared Leadership
11. Distributed Leadership
11. *Power Transitions* (Heterarchy)

Perspective Taking/ Integrating Perspectives

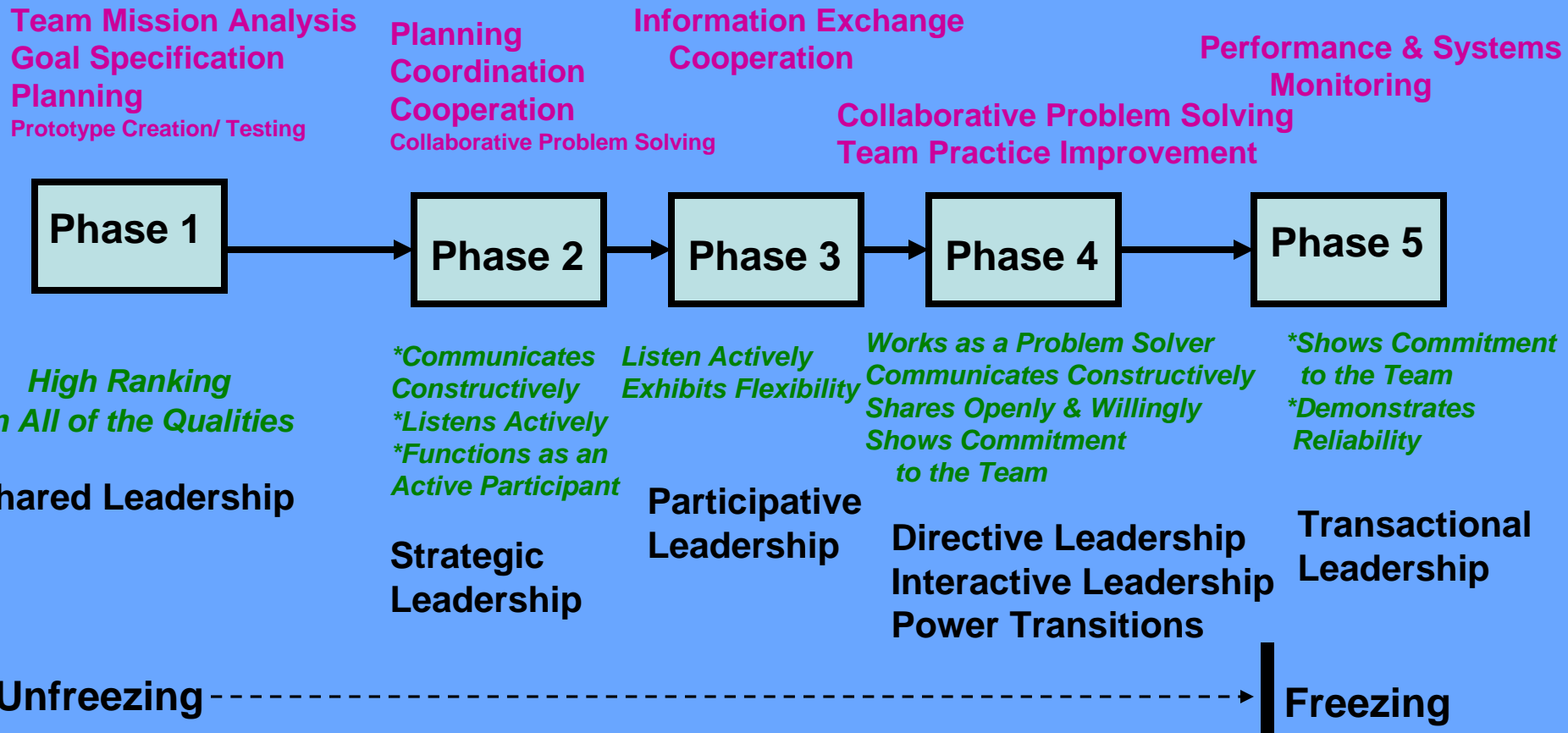
LEADERSHIP TOOL FOR MANY APPROACHES

PERSPECTIVE TAKING: This technique involves the leader suggesting for team members to take on another perspective, a perspective that goes against their own point of view.

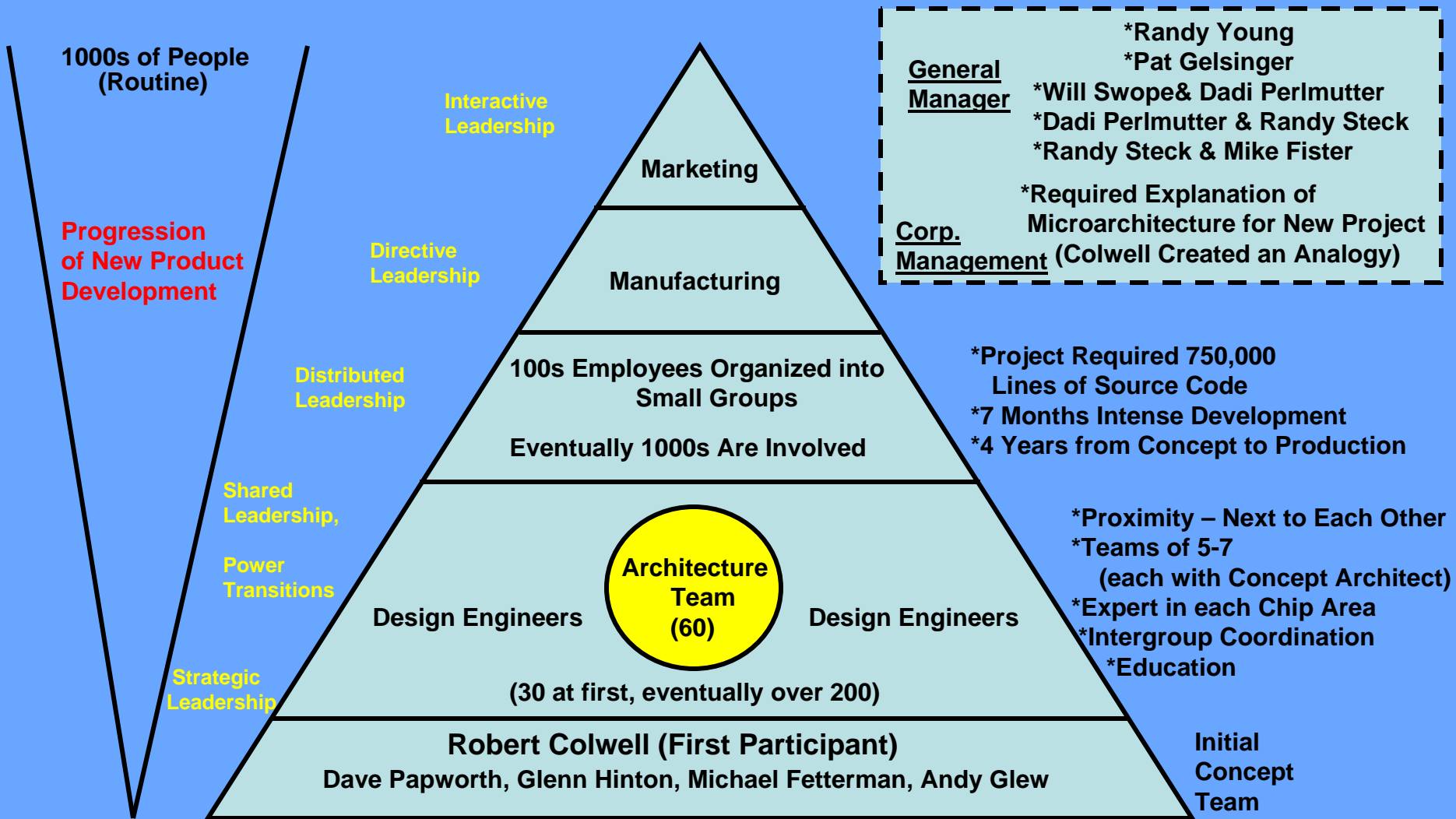
For example, if R&D can adopt Marketing's perspective, new creative insights can emerge.

INTEGRATING PERSPECTIVES: After adopting other's perspectives, the next step is to integrate those perspectives into a viable perspective that is in alignment with Strategic Objectives. This often requires a leader who can instill a positive attitude and inspire high level participation, while bucking the status quo at the same time.

HYPOTHETICAL MODEL: BEHAVIORS, QUALITIES, & LEADERSHIP STYLE FOR SPECIFIC STAGES OF INNOVATION



INTEL P6 MICROPROCESSOR: EXAMPLE OF CROSS-FUNCTIONAL TEAMS FOR INNOVATION



Systems Approach, Strategic Integration, Champion Driven, Behaviors, Qualities, Multiple Leadership Approaches

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