

A case study in cross-functional teamwork

The EAB Taskforce

Objectives

- Create awareness of the usefulness of cross-functional teams (CFT)
- Highlight strengths and challenges of CFT
- Gain insights from participants as to how they can utilize CFTs

Why set up a cross-functional team?

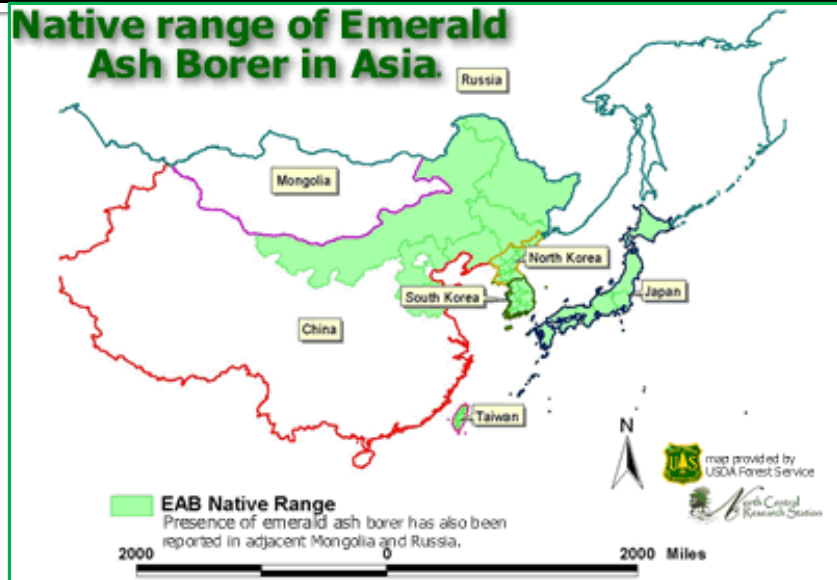
EAB Task Force Members

- PARKS
 - Eric Knepp, Parks Superintendent
 - Charles Romines, Parks Maintenance Manager
 - Ann Shea, PIO, Parks Department
- FORESTRY
 - Nancy Castillo, Forestry Admin. Clerk
 - Marla Eddy, City Forester
 - Dean Kahl, Forestry Operations Supervisor
- MAYOR'S OFFICE
 - Katie Crawley, Deputy Mayor
- SUSTAINABILITY
 - Karl van Lith, Org. Dev. & Training Officer
- PUBLICWORKS
 - Chris Kelley, Streets Superintendent
 - Steve Schultz, Streets Operations Manager
 - Bill Vandebrook, Fleet Service Superintendent
- FINANCE
 - Ben John, Finance Analyst e
 - Travis Martin, Finance Analyst
 - Betsy York, Finance Analyst

Member Roles and Responsibilities

- Look at big picture-future generations
- Decide issues and act proactively
- Honor divergent opinions without being intimidated by them
- Use every member's expertise
- Represent the broad community of interests
- Balance short and long-term priorities
- Tolerate issues that cannot be settled quickly

What is Emerald Ash Borer?

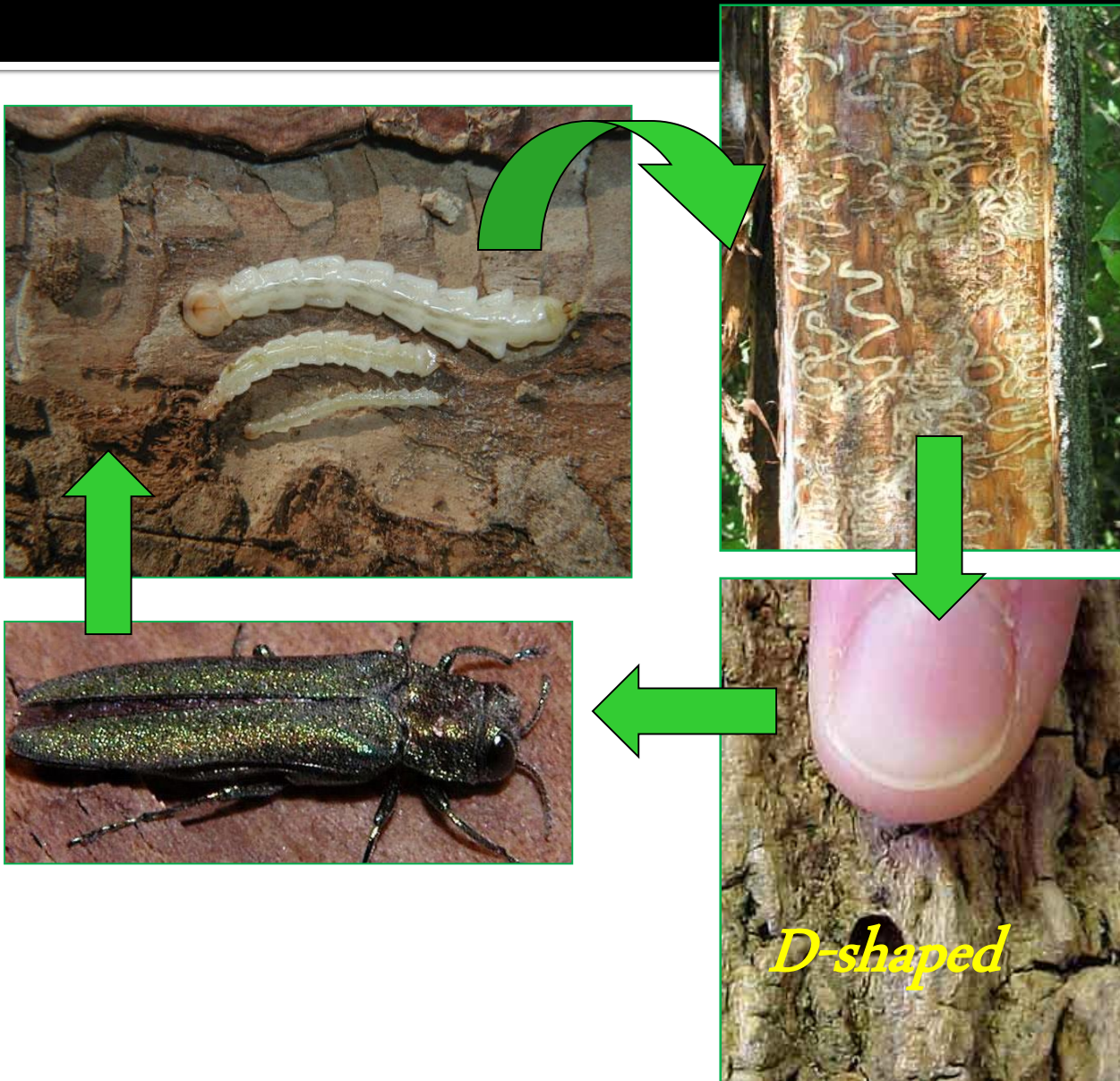


About ½-inch long.



Only ash trees

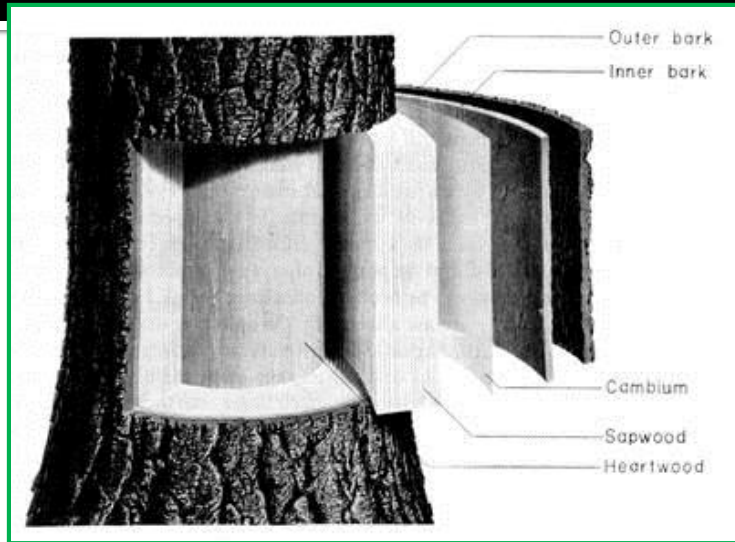
Life cycle



emerald ash borer
madison, wisconsin



How EAB harms ash trees



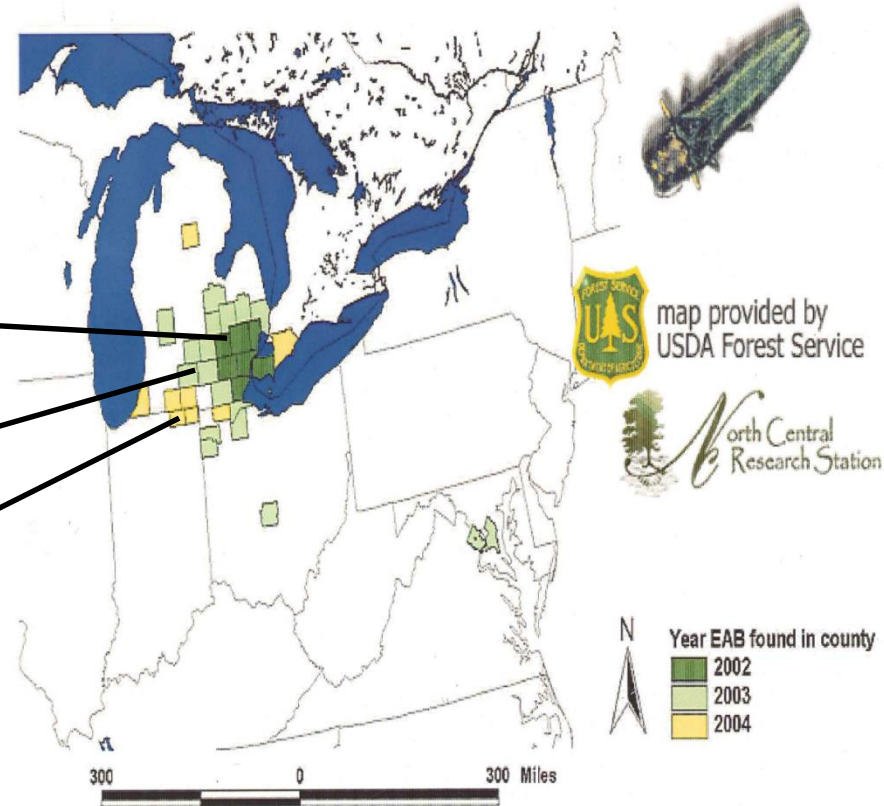
How Did EAB Spread?

2002

2003

2004

Emerald Ash Borer in North America, 2004.



Data sources (as of 7/7/2004):

http://www.michigan.gov/images/MDA_EAB_outlier_map_temp_84565_7.jpg

<http://www.ohioagriculture.gov/pubs/divs/plnt/curr/eab/images/eabfindings.pdf>

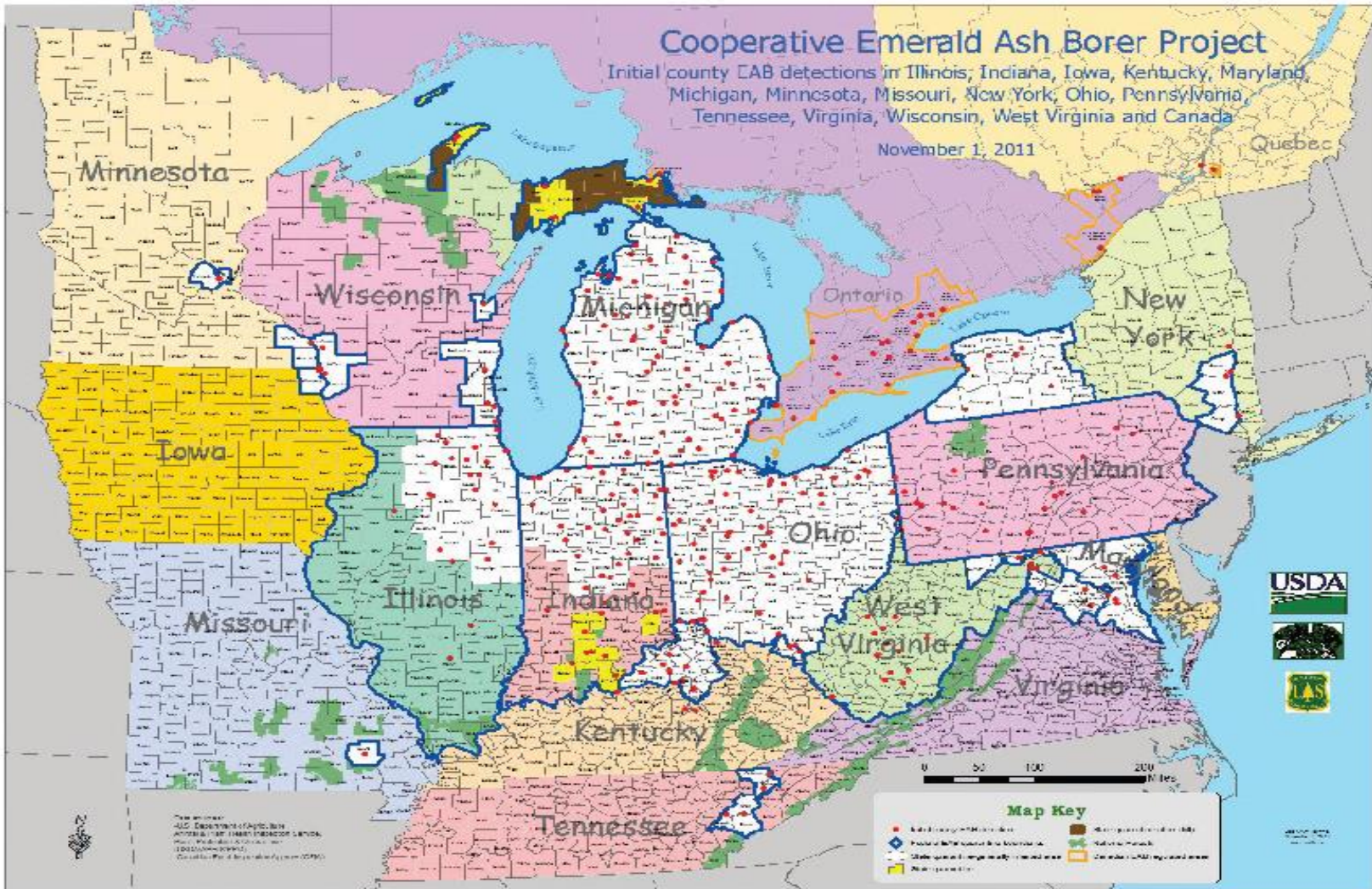
<http://www.ceris.purdue.edu/napis/pests/barkb/imap/eabmd.html>

<http://www.inspection.gc.ca/english/plaveg/for/pestrava/agrpla/infest2e.jpg>

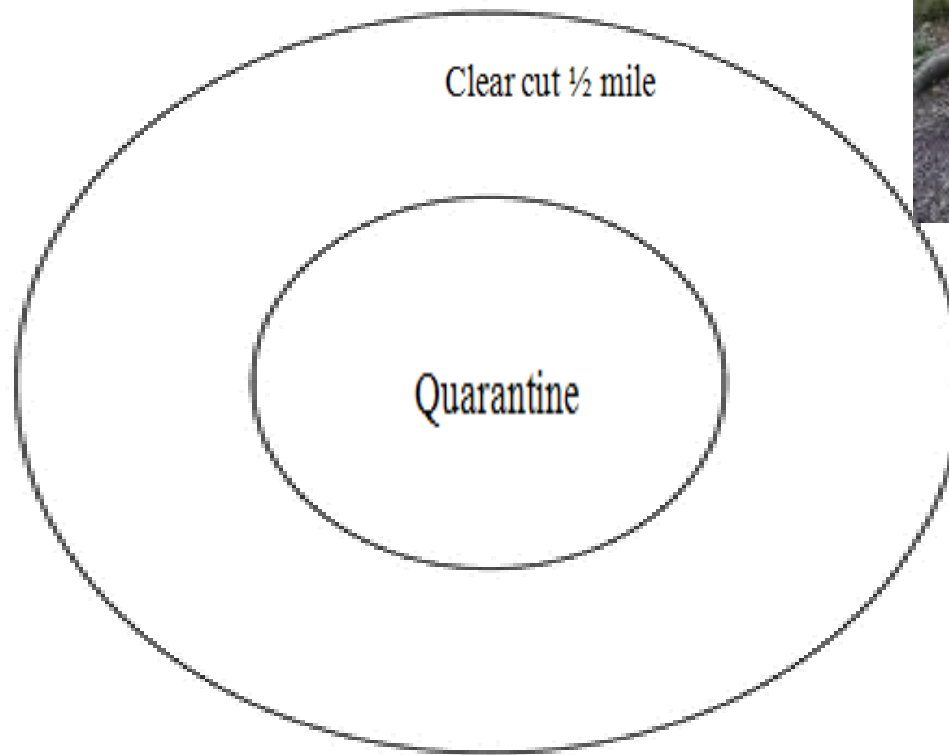


emerald ash borer
madison, wisconsin

EAB 2011

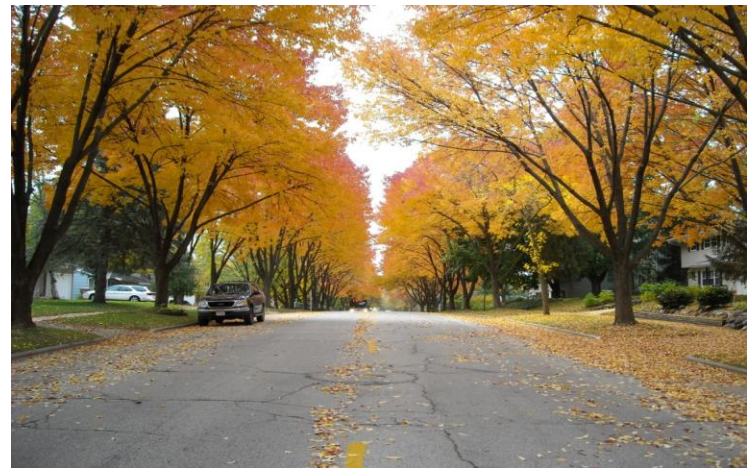


Original State of WI Approach



Ash Trees in Our Community

- Average life span of an ash street tree is 30 to 40 years.
- Landscape and street trees increase property values.
- Contribute to the quality of life in a neighborhood
- Estimate: 5.4 Million ash trees in Wisconsin.
- Estimate: 22% of Madison's street trees are ash (or 22,000 trees).
- Estimate: 20,000 or more ash trees on Park Property.
- Estimate: 30% of Madison's privately owned trees are ash (30,000).



Dealing with EAB

- Needed integrated solution
- Plan needed for state agencies, City operations, policy decision-makers and city residents and property owners
- Defined Plan
 - Response to infestation—evaluate/recommend options
 - Identify staffing & equipment needs
 - Communication vehicle for all stakeholders
 - Reinforce mission of preserving the urban forest

Planning Process

- Plan
 - Meeting logistics
 - Setting objectives/Project charter
 - Developing an agenda
 - Preparing participants for the meeting
- Do
 - Facilitate the meeting
 - Record keeping
 - Building open communication
 - Increasing participation
 - Accomplishing the task
- Study
 - Evaluating the meeting for results and progress
- Act
 - Putting the information from the Study phase to use in improving the next meeting



CFT Process Issues

- Create a project charter for action
 - Why do you need to act now and what is needed?
- Create calendar and agendas
- Define and follow ground rules for behavior
 - Initial team discussions
- Evaluate effectiveness of efforts
 - How do you know when you are improving?
 - What does success look like? How do you know you're done?

Effectiveness measures

- Focus on meeting needs and results
 - Objectives and outcomes should be defined and known
- Level of collaboration
 - between stakeholders and team members
- Who does what, when?
 - Plan implementation
- Efficient use of time
 - Meeting preparation
 - Assess effectiveness of meetings

Connect Individuals to Organizational Purpose

Actively seek operational input

- Provide an open line of communication
- Value all opinions and input
- Work to solve problems

Identify links between individual responsibilities and organizational mission and goals

Review agency and City projects and roles

- Project presentations and feedback
- Improve processes

Successful Change Implementation

John Kotter, Leading Change

1. Create Urgency
2. Form a powerful coalition
3. Create a vision for change
4. Communicate that vision
5. Remove obstacles
6. Create short-term wins
7. Build on the change
8. Anchor the changes to your org. culture

Create Urgency



- For change to occur, the need to change must be clear
- What can you do?
 - Identify threats to organization if change does not happen
 - Examine opportunities that should be or could be exploited—other motivators for change
 - Start honest discussions-address emotions and issues
 - Request support from stakeholders
 - Build “buy-in” from all levels of organization

Reasons to change-links to meaning and motivation



- **Impact on organization**
 - Beating competition, industry leadership, share price, etc.
- **Impact on society**
 - Making a better society, building community, stewardship of resources, etc
- **Impact on customer**
 - Making it easier, superior service, better quality, etc
- **Impact on work team**
 - Sense of belonging, caring environment, working together effectively and efficiently
- **Impact on “me” personally**
 - My development, paycheck/bonus, empowerment to act, etc

Form a powerful coalition (CFT)

- Create a team of influencers who can help you bring about change
- What can you do?
 - Identify influencers and true leaders
 - Get a good cross-section of people
 - Ask for commitment from them
 - Work on building team cohesion
 - Evaluate team strengths and weaknesses



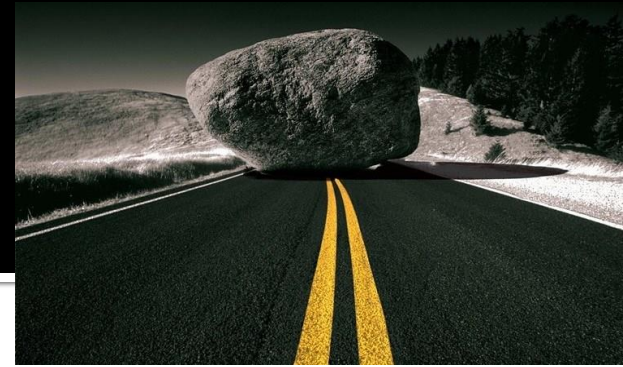
Create a vision for change

- Create a vision of a desired future that people can easily grasp and remember
 - The “elevator speech”
- What can you do?
 - Determine the values that are central to the change
 - Develop a short vision statement that captures what you ‘see’ as the future desired state
 - Create a strategy to execute that vision
 - Ensure your team knows the vision and has an ‘elevator speech’ ready and practiced

Communicate that vision

- Communicate frequently and in various formats
- What can you do?
 - Talk about the change vision frequently
 - Openly and honestly address people's concerns and anxieties
 - Apply vision to all aspects of operation
 - Lead by example---walk the talk

Remove Obstacles



- Identify drivers and resisters to change
 - Remove obstacles and enhance drivers
- What can you do?
 - Identify change leaders who can help you deliver change
 - Look at obstacles-structure, PDs, performance systems and see that they are in line with vision
 - Identify people who are resisting change and help them see what's needed
 - Take action to quickly remove barriers
 - Recognize and reward people for making change happen

Create short-term wins

- Nothing motivates like success
- Results that can be seen
- What can you do?
 - Look for short-term projects you can implement
 - Don't choose early targets that are expensive
 - Analyze the pros and cons of your early targets—make sure it succeeds effectively



Build on the change

- Don't declare victory too early
- Keep looking for improvements
- What can you do?
 - After every win, analyze what went right and what needs improving
 - Set goals to continue building momentum
 - Continue to look for influencers and change agents

Anchor the changes to organizational culture



- To make change stick, it needs to be part of the core of your organization
- What can you do?
 - Talk about progress every chance you get—tell success stories
 - Continue to seek support for change from organizational leaders
 - Include change ideals and values when hiring and training new staff
 - Recognize the contributions that change leaders make

So What?

- How might a CFT be useful to you or your unit in meeting your mission?