



## Aligning with others



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# Introduction

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This is a tool for people leading or working in matrix, virtual or cross-functional teams to enable them to align their 'horizontal' team goals (goals that cut across the organization) with their 'vertical' functional or local goals and to identify any gaps, overlaps or prioritization issues.

It is very common for people in this situation to have business, functional, local, global and team goals.

By mapping the goals of the team as a whole and the individuals within it we can identify whether functional goals support the cross-functional, business or global team goals.

We can also see if some supporting goals are missing or duplicated and where this team fits into the priorities of individuals who are working on multiple teams.





## The tool

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This simple but effective tool came from a German matrix team manager in the healthcare industry who attended one of our training programs.

His organization had introduced matrix brand teams that worked across functions. He led a cross-functional team responsible for the performance of a cancer drug within the country.

In the past goals had been set by the functions and often these 'vertical goals' were not aligned with the 'horizontal' goals for the overall performance of the matrix team.

Some of the team members were permanent, but some only spent between 10% and 50% of their time dedicated to the team. Others were 'on demand' and attended when needed.

He created a large wall chart with the team goals along the left and columns for each of the functional representatives along the top. He used this to create a map of the goals for all of the individuals and how these were aligned to the overall goals of the team.

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