PhD project
Decision-making in cross-functional team interaction

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Program 3.3 Integrated Planning
Case: Integrated Planning

- Planning coordinates activities and resources

- Integrated planning is planning in an IO perspective

IPL Definition

- An integrated planning process focuses on dependencies between activities as well as coordination of activities and resources across disciplines & organisations. Sharing relevant information and knowledge is important elements in this process.
Challenges

- Visible owners and strong ownership to the plans
  - Commitment from the actors to deliver according to plan
- Coordinate activities across organisations
  - Collaboration and communication in and across organisations
- Identify what needs to be integrated
  - Relevant Information
  - People
- Identify relevant performance indicators (KPIs)
  - Plan attainment/ Estimation degree/Planning degree
  - Communication
- ICT tools and infrastructure

*Plans are useless, but planning is everything*
(General Dwight D. Eisenhower)
Data collection: field work

- Observation of work processes in production optimization & integrated planning teams
  - 5 x 1 week

- Video/audio recordings of work sessions and meetings

- Conversations with team members and management

- Relevant documents and process descriptions
Research questions

- What **communicative strategies** can be observed in the multiprofessional team, and to what extent do these strategies support decision making?

- How is **knowledge** produced and negotiated in team interactions, and how does this influence decision making?
- How do team members manage **uncertainty** related to knowledge and consequence?
- What role do the communicative strategies of the team **facilitator** play for the team’s ability to decide?

- How can the team’s ability to reach decisions be seen in relationship to the surrounding **organizational context**?
Trends in contemporary work life

- From traditional, hierarchical organization to increased collaboration: "The post-bureaucratic organization"
  - Increased teamwork
  - Communication abilities
  - Understanding of own role
  - Employee – employer relationship
New organizational models with IO

- A shift in power from traditional hierarchical authority to expertise and operational competence
  - Cross-functional teams / centers of expertise
  - Hubs for daily, operational decision making

- Organizational Challenges
  - Responsibility & accountability
  - Management & leadership
  - Competence & organizational development
Responsibility & accountability

- Planner responsible for making a plan, whereas task owner is accountable for the activities

- An expert center leader might be responsible for making decisions whereas the responsibility for the result of that decision lies with facility owner/department manager

- New organizational structures and functions
  - Expert roles in cross discipline centers
  - Authority through hierarchy in line organization
Management & leadership

- New forms of leadership?
  - Managing work vs. leading change
  - Facilitating decisions vs. making decisions

- Facilitating vs. leading cross functional teams
  - Communicative strategies
  - Organizational responsibility/accountability

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<thead>
<tr>
<th>Leader</th>
<th>Manager</th>
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<tbody>
<tr>
<td>Change</td>
<td>Stability</td>
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Source: http://changingminds.org/disciplines/leadership/articles/manager_leader.htm
IO competence & development

- Employees have acquired new competence through work in cross functional teams
  - This knowledge and experience must be shared it with others and further developed

- What competence is needed in cross-functional teams?
  - Expertise
  - Communicative competence
  - Interaction training
Thank you!