





The five 'hows' of

cross-functional teamwork

5 ways to break down your silos and become multi-disciplinary



#1

Deliver radically better outcomes

Red Badger uses cross-functional teams on every project. Our track record proves the power of this approach. While the average digital product success rate is just 30%, our's is north of 90%. We deliver business change where others have failed or we take half the time to execute it. We are the people call when its business critical and it simply can't go wrong.

Combining product, tech and business expertise addresses all angles of a complex problem. The result is compelling digital products that are:

- Desirable (people want them)
- Feasible (they can be built)
- Viable (they should be built, to realise business value)

With everyone working towards a common goal – your North Star – they ensure you achieve outstanding outcomes for your customers and your bottom line.

A multidisciplinary team doesn't waste effort being pulled in multiple directions, or on re-work and fragmented activities that have no sense of purpose. They stop being 'busy' and start being effective.

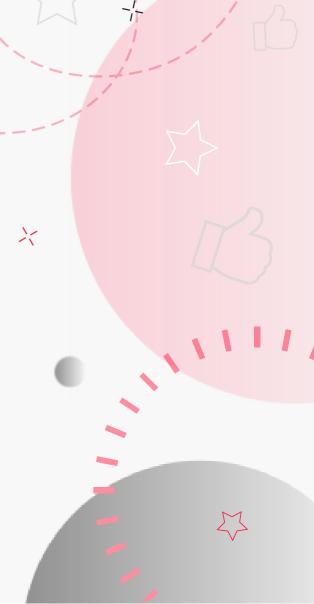
North star, explained

Your North Star is your organisation's leading-indicator metric that powers success. Aligning around a singular customer value focused objective, everything you measure should come back to this core metric that tells you if you're achieving your mission.

It gives you a simple but powerful way to quantify your success and track progress. It underpins your business model. And it keeps everyone on mission.

An example? Nando's Loyalty Programme North Star is 'Number of Rewards Redeemed', i.e., a transitional metric, but driven by customer value. And it makes perfect sense. This metric taps right into the heart of the scheme's existence and purpose. The more people benefiting from the value exchange of the scheme (earning the rewards!) leads to more happy customers spending more with Nando's. Everything the Loyalty team do is trained towards finding ways to enable customers to redeem Nando's Card rewards.





#2

Be customer-obssessed

Your organisation exists to create value by solving customer problems. That means building experiences customers love. That's why it's logical to organise your teams around the delivery of customer value and combining diverse skillsets.

Combining disciplines in a cross-functional team builds empathy, as it ensures everyone is regularly connected to the customer. There is universal exposure to user testing, direct access to customer feedback. Everyone sees the impact of their work on those who matter most

To make those fast feedback loops happen with your customers, you have to be putting

a product in their hands quickly, and often. By maximising efficient ways of working.

Working fast means collaborating at every stage. So when the team have a new problem to solve, product people are quickly stress-testing desirability, with users, alongside technologists working on feasibility - how it can be made possible. Everyone is focused on delivering value into customers' hands.

This is why, at Red Badger, our involvement in projects starts early – so we can make sure the focus is firmly on your customer from day one.









Digital products comprise multiple layers. Sure, you can work on these independently and join the pieces up at the end, but this approach is slow, inefficient and undermines quality.



A multidisciplinary approach builds the whole product at the same time, helping you move at speed and continuously deliver value to the customer. Someone wise once said: "None of us is a smart as all of us."

Solving complex problems is hard to do asynchronously. Not only does it create lots of waste through re-work, it muddies the waters when it comes to decision-making. People forget why decisions were made, or the reasons for those decisions are out of date. Instead of handing work off between different disciplines across the team, it's crucial to bring everyone together from the get-go.

If product and designers create the bulk of the plan, design the experience and then just pass it to engineering, you reduce the engineers' ability to fully collaborate on the product and risk losing out on their critical expertise. This logic applies to all disciplines and their area of specialty.



Real time collaboration, fuelled by customer-obsession, curtails wrong assumptions, personal opinions, gut feelings and agenda-driven data reading. Teams remain steadfast on their mission - release value to the customer often, to rapidly learn, iterate and improve.





Nurture a culture of communication

When you need to get things done, the team need the agility to react fast. Fully integrated teams accelerate decision-making. Forget chasing on Slack or trying to decipher documentation, all disciplines – from designers to engineers — are engaged and communicating on a daily basis.

With direct lines of communication, everyone is informed, they 'get' the context and nobody is left in the dark. They can make 'just-in-time' decisions together, aligning around complex problems as they inevitably arise.

Cross-functional teams row together every day. They know each other's work (and each other), they're focused on the same challenges, they share a common language and are united by a sense of purpose.

This transparency helps tackle common cultural issues that typically go hand-in-hand with poor communication. Multi-disciplined teams are less likely to run into power struggles, disengagement, and low morale.

Empowered teams are motivated teams. A single function team is often disconnected from the end result. A cog, as opposed to the machine. As a result, they do not see the impact of the work and can feel demotivated. Giving teams autonomy to deliver against a common goal rapidly increases engagement and quality of the work.

Everyone is part of your ongoing conversations and those conversations are bigger, more meaningful, and – well – more fun.





(Psychological) safety first

Good communication is honest, productive, and feels comfortable for everyone involved. Psychological safety is a must.

To help create an environment in which ideas and opinions are freely shared, at Red Badger we measure psychological safety as a team metric.

We use Typeform to send out a weekly seven-question survey, assessing how safe our teams feel to take interpersonal risks.

The weekly cadence means we can spot when adjustments are needed – and course correct. More importantly, the weekly survey puts psychological safety on the agenda.

As one Red Badger team member said: "Because it's been part of our team culture from day one, it's in the collective subconscious. And awareness is half the battle."

#4

Give great talent a great experience

The war on talent is real. To dodge the great resignation, your organisation needs to offer great experiences to great talent, shaping environments and processes that make working lives easier and more joyful.

That's exactly what we do at Red Badger. We believe working in a cross-functional team enriches careers.

How? The goal is always clear, the horizon is wider, conversations are more stimulating, you're forever learning, your actions always

count for something, and you see the results of your efforts – clearly and often.

The cross-functional experience is expected at digital native businesses like Airbnb and Spotify – the kinds of companies that attract and retain some of the world's best talent.

Red Badger's cross-functional approach allows us to hire the best people and bring our clients the best results.



Clients who adopt our way of working and make the move to cross-functional teams see a significant uplift in employee engagement. That engagement transfers into motivation and increased performance through a shared sense of purpose.

According to Daniel Pink, our motivations are largely intrinsic and divided into autonomy, mastery, and purpose. Working in empowered multidisciplinary teams ticks all of those boxes.

Build cross-functional teams and give them the freedom (autonomy) to work directly on solving problems for customers (purpose), allow them the chance to master their craft (mastery) and learn from each other to transform your productivity and performance.





Transform your own teams

There's a double benefit to engaging Red Badger's pioneering teams to tackle your business's biggest challenges.

First up, you get the increased success that our cross-functional approach unlocks. And second? You get to see and experience that approach in action, up close, until it becomes a boilerplate for your way forward. As the saying goes: "You can't be what you can't see".

Leaders often tell us that they've been wanting to create change for years, poping to break down silos and bring people together. When Red Badger's people join their organisation and lead by example on a project that matters, suddenly the need becomes more widely and readily understood. It clicks.

Resistance to change is human. But an effective, inspiring, rewarding way of working that creates value, offers you an opportunity to evangelise – helping to bring everyone together.

Tried. Tested. And put into action.

A major global bank tasked us with helping to increase customer satisfaction and conversation rates. We did exactly that and helped spark organisational change – at the same time.

Red Badger built the bank's digital capability across product, design, tech and delivery. The team set up an agile framework and instilled digital capabilities from 1 team in London to more than 24 teams across 7 global locations.



"Red Badger possess the ability to transform dysfunctional organisations into highly effective, agile centric, technologically progressive digital capabilities."

Jack Bennie, Global Head & CTO, Originations HSBC

Are you ready to get cross-functional?

Experience the radically better outcomes Red Badger's blended teams can bring to your business. Get in touch to find out more about our multidisciplinary teams and see them in action.

