

LUNCH

66. Across the Board: Cross-Functional Collaboration Is Issue #1—in a 6-person logistics sub-department, a 12-table restaurant, an auto dealership. Therefore going after this issue daily is a Monster Opportunity. Want great cross-functional cooperation-opportunity maximization, or XFX/Cross-functional Excellence?

Answer: Make friends in other functions! (Purposefully.)

Answer: Go to lunch with people in other functions!! Frequently!!

Answer: Ask peers in other functions for some references so you can become conversant in their world. (Big deal: You'll find it interesting—and it's a helluva sign of ... GIVE-A-DAMN-ism.)

Answer: Invite counterparts in other functions to your meetings. Religiously. Ask them to present "cool stuff" from "their world" to your group. (B-I-G deal; useful and respectful.)

Answer: Present counterparts in other functions awards for service to your group—hold an "All-Star Supporters [from other groups] Banquet."

Answer: When someone in another function asks for assistance, respond with even more alacrity than you would if it were the person in the cubicle next to yours—or more than you would for a key external customer.

Answer: Do not bad mouth ... "the damned accountants," "the damned HR guy." Ever.

Answer: Twenty more things like this that boil down to establishing and maintaining and enhancing social-human bonds with "the 'thems,'" as I label it.

67. Getting Along and Going to Lunch: Solving the Cross-Functional Cooperation Problem

There's a lot more to say about cross-functional integration, but I want this one to stand by itself.

Do lunch!

Consider each workday lunch an "at bat." Four workweeks at five days each adds up to about 20 "at bats" each month.

20 *opportunities* to start New Relationships;

20 *opportunities* to nurture or extend Old Relationships;

20 *opportunities* to patch up Frayed Relationships;

20 *opportunities* to "Take a Freak to Lunch"—and learn something new;

20 *opportunities* to test an idea with a potential Recruit-Alliance Partner;

20 *opportunities* to get to know someone in Another Function;

20 *opportunities* to ... PURSUE or MAKE A SALE ... to gain a Convert-Champion for your idea or project.

Each lunch gone is gone for good. 20 per month. 240 per year. To a Major League Baseball Player, EACH AT BAT is Precious. To a "determined-to-build-a-matchless-network-and-collect-cool-outsiders-and-useful-allies" ... EACH LUNCH is Precious.

This document is #18 in a series of 48 highlights from Tom Peters' *The Little BIG Things: 163 Ways to Pursue Excellence* (HarperStudio, 2010). For more information, visit tompeters.com.

