

Behavioural Leadership. Humanised.

LEADING IN
A MATRIX

The Keywords



WHAT is A MATRIX ORGANISATION?

The Matrix Organisation is increasingly becoming a source of competitive advantage in today's highly networked, team based, and partnership-orientated business environment. Yet few leaders have been trained to lead a matrix organisation; which means being highly skilled in managing individuals with more than one reporting line (in a matrix structure), managing across functions, across business groups and other forms of collaborative working that cross the traditional vertical business units – often traditionally found in silos - of function and geography.

WHY is it important?

Businesses today need an expanded repertoire of skills and a new mind-set to succeed in a fast-paced, chaotic and highly competitive business environment. Leading in a matrix structure enables leaders to break down business information silos, to increase cooperation and communication across the silos and unlock resources and talent that are currently inaccessible to the rest of the organisation.

Leading in a matrix organisation enables leaders to deliver work across the business more effectively – to serve global customers, manage supply chains that extend outside the organisation and run integrated business regions, functions and processes. They can respond with more flexibility – reflecting the importance of both the global and the local, the business and the function in the structure, and are able to respond quickly to changes in markets and priorities.

To develop broader people capabilities – a matrix helps develop individuals with broader perspectives and skills who can deliver value across the business and manage in a more complex and interconnected environment.

Solution Description

HOW do we build a **MATRIX ORGANISATION?**

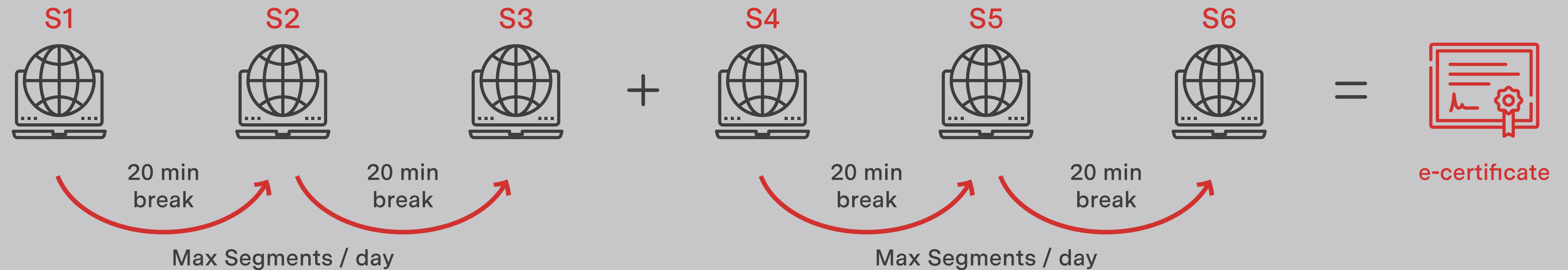
The challenge is not so much to build a matrix structure as it is to create a matrix in the minds of our managers”. Quoted by a line manager. Most academic work has focused on structure, where most practitioners seem to struggle with the skills and behaviours needed to make matrix management a success. Most of the challenges are found in the way people work together, not the structure.

In “Making the Matrix Work: How Matrix Managers Engage People and Cut through Complexity”, Kevan Hall identifies a number of specific matrix management challenges in an environment where accountability without control, and influence without authority, become the normal way of working:

- Context - matrix managers need to make sure that people understand the matrix structure, the reasoning behind matrix working and change their behaviours accordingly.
- Collaborative culture - being and operating in different countries / cultures / time zones and setups. A matrix is intended to improve cooperation across the silos, but it can easily lead to an increase in bureaucracy, more meetings and slower decisions where too many people are involved.
- Control - In a matrix managers are often dependent on strangers where they don't have direct control. There are many factors that can undermine trust such as cross-cultural differences and communicating through technology. When trust is undermined managers often increase control. Centralisation can make the matrix slow and expensive to run with high levels of escalation. Matrix managers need to directly build trust in distributed and diverse teams and to empower people, even though they may rarely get to meet face-to-face.
- Community – the formal structure becomes less important to getting things done in a matrix, so managers need to focus on the "soft structure" of networks, communities, teams and groups that need to be set up and maintained to get things done.

How We Do It?

Duration and Schedule - a total of 6-12 Interactive Digital Segments of 90 min each



Learning Process



Macro Learning Intervention Options

1:1 &/Or Group Coaching
Self Driven Intense Reading

Social Learning
(Digital Passports and Learning Partner Agreements)

Digital Practicum-
Assignments – ALP's



Micro Learning Intervention Options

LMS – Mobile App. Access to Micro Content

Videos – Audio Learning Shots

Gamification and A.I.
Based Learning

Articles, Tips, Do's / Don'ts
Digital Cards



Recommended Assessment

Matrix Management Maturity
Assessment



Module 1: Why the New Organisation design is Important in Today's Business Environment

What is a matrix organisation? How does it work? Why do organisations adopt matrix structures in both standard and digital work setups?

What are the characteristics of a matrix organisation?

Matrix structures and how do they compare with current / other organisational structures?

What are team members roles in a matrix organisation?

Essential skills and behaviours required of team members.

Module 2: Understanding and Agreeing on Goals in a Matrix Structure

Setting SMART goals and objectives with your line manager.

Agreeing on the defined goals and how they fit in the matrix structure design - What are the priorities (yours and the matrix group)?

What drives your desire to achieve your goals in the context of the matrix?

Demonstrate accountability to the group goals and your own goals? - The accountability steps: do it, solve it, own it, see it base.

What is culture and what are the 10 indicators of culture?

What are the cultural inclusive behaviours and the practice which demonstrate them?

The underlying skills required to become a culturally competent participant in a matrix structure.



For Delegates

This programme targets team members facing challenges in any matrix organisation. The complexity of cooperation within a matrix or network organisation poses new challenges for delegates and leaders as well. In order to use the full potential of such systems to achieve both individual and business goals it requires new competencies and tools. Leading in the matrix requires the ability to build commitment, accept and apply a new system of accountability and use collaborative tools and techniques, in addition, to demonstrate authenticity and integrity to build connections, collaborate and network with others throughout the organisation.

- Describe the features and characteristics of a matrix organisation.
- Discuss the benefits of working in a matrix structure.
- Understand how to set SMART goals.
- Identify your organisational culture in a matrix structure.
- Build strong relationships and connections in the workplace.
- Practice effective influencing, collaborating and coordinating approaches.
- Develop the ability for strategic networking and relationship building.
- Be authentic in your workplace.

Module 3: Build Strong Connections with Others in a Matrix Structure

Building networks and cooperative relationships across the matrix structure.

Define networking, its application and advantages.

Assess and audit your network.

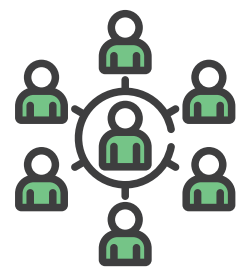
Set network code of conduct.

Module 4: Build Strong Connections With Others in a Matrix Structure

What is authenticity in the workplace?

Importance of authenticity and personal accountability in your workplace.

Demonstrate and show your authentic behaviours.



For Managers

This programme targets the matrix managers in the organisation and focuses on developing their skills and leadership capability to manage people and tasks in an untraditional setup and structure; the matrix! Collaboration and nurturing its essence is a key success factor for them to be able to ignite the spirit of teamwork at all levels across the matrix structure. The complexity of a matrix environment changes key effectiveness criteria and skill requirements for leaders. Participants explore the specific cultural biases imposed by a matrix structure, they explore their own assumptions, challenges, successes, mind and skill sets. They investigate the critical skills of influencing, cooperating, coordinating, strategic networking and relationship building, as well as leadership communication and talent management in a matrix context. Individuals have the opportunity to discuss their specific challenges and situations and identify specific action and enhancement plans:

- Understand the cultural bias of a matrix environment. Identify personal effectiveness gaps for effective matrix leadership
- Explore common leadership best-practice to overcome challenges imposed in a matrix context.
- Develop the ability for strategic networking and relationship building.
- Practice effective influencing, collaborating and coordinating approaches.
- Explore leadership communication requirements in a matrix setup.
- Understand strategies for achieving objectives and performance in matrix structures. identify and manage critical relationships and resolve stakeholder conflicts.
- Identify individual and organisational action and enhancement plans in a matrix structure.

Module 1: Why the New Organisational Design is Important in Today's Business Environment

Why is a matrix structure important? For traditional and digital work setup.

What are the various business structures and organisation designs (Link between strategy and structure) - Pros and cons of every structure.

The matrix structure and how it compares with current / other organisational structures?

Challenges for leading across a matrix structure.

Module 2: Resilient Leadership Styles in a Matrix Structure

Strategically and tactically align stakeholders to achieve inter-dependent goals and objectives.

Understand the different stages of organisational development and the leader's responsiveness to these various stages.

Forge a shared purpose that inspires all involved. Craft agreements for engagement and accountability. Allow autonomy.

Module 3: Valuing Cultural Diversity in a Matrix Structure

Experience cultural differences in a more diverse corporate context.

Impact of cultural diversity in a matrix structure.

Understand and share personal cultural experiences.

What is culture and what are the 6 levels of culture?

What are the cultural inclusive behaviours and the practice which demonstrates them?

The underlying skills required to become a culturally competent manager.

Module 4: Driving Out Ambiguity to Lead in the Matrix

Work effectively within structures or environments that lack clarity, while providing direction and positive support for various people and eliminating the ambiguity.

Practicing influence in a matrix structure and exhibiting a continuum of influencing strategies.

Module 5: Handling Conflicts & Building Your Network in a Matrix Structure

Handling conflicts for better understanding and strengthening the team collaboration in a matrix. How to deal constructively with resistance from your colleagues and other important stakeholders.

Widen your network - effectively develop and maintain a range of short-term and long-term collaborative stakeholder relationships.

Use the SPLASH Model for lobbying.

Module 1: Why Change the Organisation Design (Strategy, Structure & Culture)

What are the various business structures and organisation designs (link between strategy and structure) - pros and cons of every organisation design.

Organisation's life cycle and when should we consider a matrix structure? How does that work in a digital setup?

Challenges on leading in matrix structure.

Module 2: Strategic Purpose - Fit Between Organisation Goals, Strategy & Structure

What is a stakeholder? Different types of stakeholders.

The organisation purpose: is everyone on-board? Inspired? Own the direction?

Aligning the stakeholders on the purpose and the goals – defining mechanisms to cascade strategic goals in a matrix structure.

Understanding the different stages of organisational development and the executive's responsiveness to these various stages.

Crafting agreements for engagement and accountability to allow autonomy.

Module 3: Being Culturally Inclusive in Developing & Launching a Matrix Structure

Experiencing cultural differences in a more diverse corporate context and matrix structure.

Impact of cultural diversity in matrix structure.

Understanding and sharing personal cultural experiences.

What is culture and what are the 6 levels of culture? What are the cultural inclusive behaviours and the exhibitors which demonstrate them?

The underlying skills required to become a culturally competent executive.

Module 4: Managing Complexities and Thriving on Ambiguity to Lead in Matrix

Managing the complexity of decision making in a matrix structure.

Work effectively within a matrix environment that lacks clarity while providing direction and positive support for various stakeholders.

How to deal constructively with resistance and manage stakeholders.

Practicing influence in a matrix structure and exhibiting a continuum of influencing strategies.

Module 5: Building Network & Lobbying in a Matrix Structure

Why conflict happens in a matrix structure and how to handle it?

Widen your network - effectively develop and maintain a range of short-term and long-term collaborative stakeholder relationships.



For Executives

This programme targets executive leaders who are encountering changes / or considering changes in their organisation design (the match between, strategy, structure and Culture) into a Matrix structure. Participants will learn when to consider this change in the organisation structure and will have a toolkit to be able to spot the appropriate time of this change on their organisation life cycle evolution. Executives will learn how to adopt a new set of leadership skills to roll out this change on the company structure and how to align the various stakeholders on this journey of change. Collaboration and nurturing its essence is a key success factor to be able to ignite the spirit of teamwork at all levels of the matrix structure. They will also learn how to create a launch plan whereby they can overcome challenges imposed by the complexity of a matrix structure like culture, purpose, roles & responsibilities, performance management and above all, the conflict of interest of various stakeholders. They investigate the critical skills of influencing, cooperating, coordinating, strategic networking and relationship building, as well as leadership communication and talent management in a matrix context. Individuals have the opportunity to discuss their specific challenges and situations and identify specific action and enhancement plans.

- Be able to learn why and when to consider the matrix organisation structure in their company.
- Appreciate the cultural bias of a matrix environment and how this impacts people's performance and results.
- Identify and recognise the importance of shared goals and purpose in enhancing people ownership and buy-in into the matrix structure. Explore common leadership best-practice to overcome challenges imposed in a matrix context.
- Develop the agility for strategic change and amend structure and culture accordingly in your organisation.
- Explore leadership communication requirements in a matrix setup and practice effective influencing, collaborating and coordinating approaches- identify and manage critical relationships and resolve stakeholder conflicts.
- Identify individual and organisational action and enhancement plans in a matrix structure - Understand strategies for achieving objectives and performance in matrix structure.

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United Kingdom • France
Belgium • Cyprus
Saudi Arabia • United Arab Emirates



info@ttmassociates.com
www.ttmassociates.com

