Project Management

The Matrix Organization: How Project Managers Work Together, Helping Employees Navigate the Matrix Organization

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Workshop Overview

By establishing project teams led by project managers, companies can be highly effective in bringing focus and execution to their business and operational initiatives. Project teams are often made up of specialists across many areas of the company. Often employee job descriptions, performance standards and evaluations, and performance development programs do not address roles on a project team. The authority of the project manager to give directions, set deadlines, resolve conflicting priorities and demands on team members, and participate in performance reviews and compensation is often not clear to employees. In essence project team members have multiple bosses, their direct supervisor and their project managers. This is referred to as the matrix organization. Employees can be confused over conflicting priorities and demands on their time. Supervisors and project managers often have not established and communicated decision making authority when conflicts arise.

In *The Matrix Organization* we address the issues of potential conflict in the matrix organization and give managers a process for heading off most conflicts and resolving conflicts when they do happen in a way that does not place team members in the middle of a conflict between the project manager and the supervisors. We show managers how to integrate process performance with functional performance, how to carry out constructive joint performance reviews, and how to work with supervisors on employee development programs that equip employees to increase their value to the company as members of functional departments and as members of project teams.

Workshop Objectives

1. Managers understand the potential areas of conflict in the matrix organization.

2. Managers are equipped to work with supervisors to establish processes, procedures, and norms that build in cooperation between the project manager and the functional supervisors and head off many of the potential problems arising in the matrix organization.

The Matrix Organization, pg. 2

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3. Managers understand how to engage the supervisors on team member selection, performance standards, performance evaluation, and performance development.

4. Managers understand how to engage supervisors in resolving conflicts in priorities and time demands experienced by their team members.

Take-Home Value for Managers and their Company

1. The company receives the benefits of highly effective project teams.

2. Employees are able to perform effectively as members of departments and teams.

3. Conflicts over priorities and demands on time are resolved in the best interest of the company overall through a cooperative effort by the project managers and the supervisors.

Time Frame

1 day

Post-Workshop Coaching

Steve Dudley Associates is committed to the successful application of our workshop materials. We offer one-on-one coaching as a value-added option for each of our workshops. Please click on the "Coaching" tab to see a description of our workshop follow-up coaching program.

Workshop: *The Matrix Organization*

Recommended coaching sessions: determined as situations arise

Suggested areas of coaching support:

• Coaching is provided as a support mechanism in response to problems as they arise.

Group Facilitation

The issues addressed in The Matrix Organization are companywide issues. It is highly recommended that a series of meetings for all managers is held prior to this workshop to introduce the entire management team to the characteristics of a matrix organization, its benefits and liabilities, and methods for achieving integration of functional department performance and project team performance. This will set the stage for the specific training of project managers in this workshop and facilitate the application of the tools and concepts presented in the workshop.