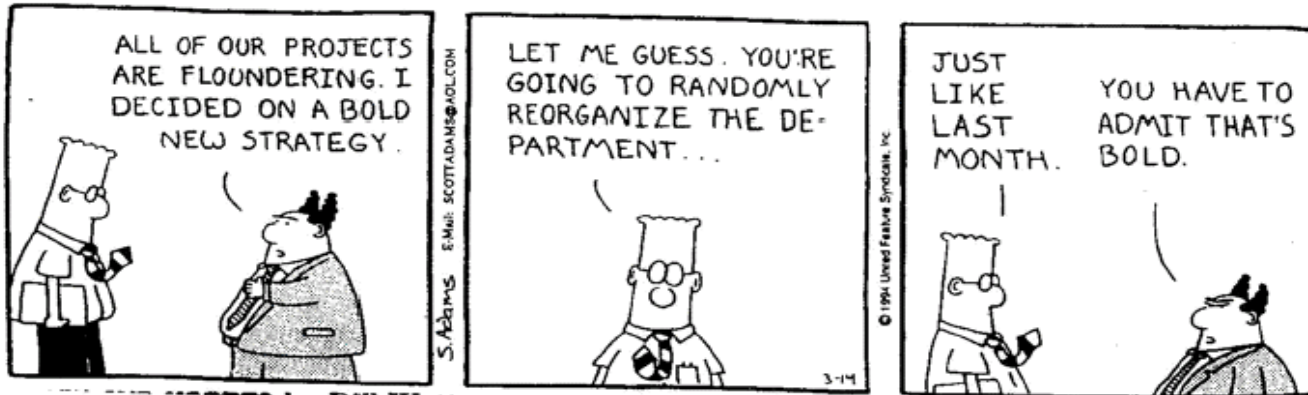


Surviving in a Matrix Organization

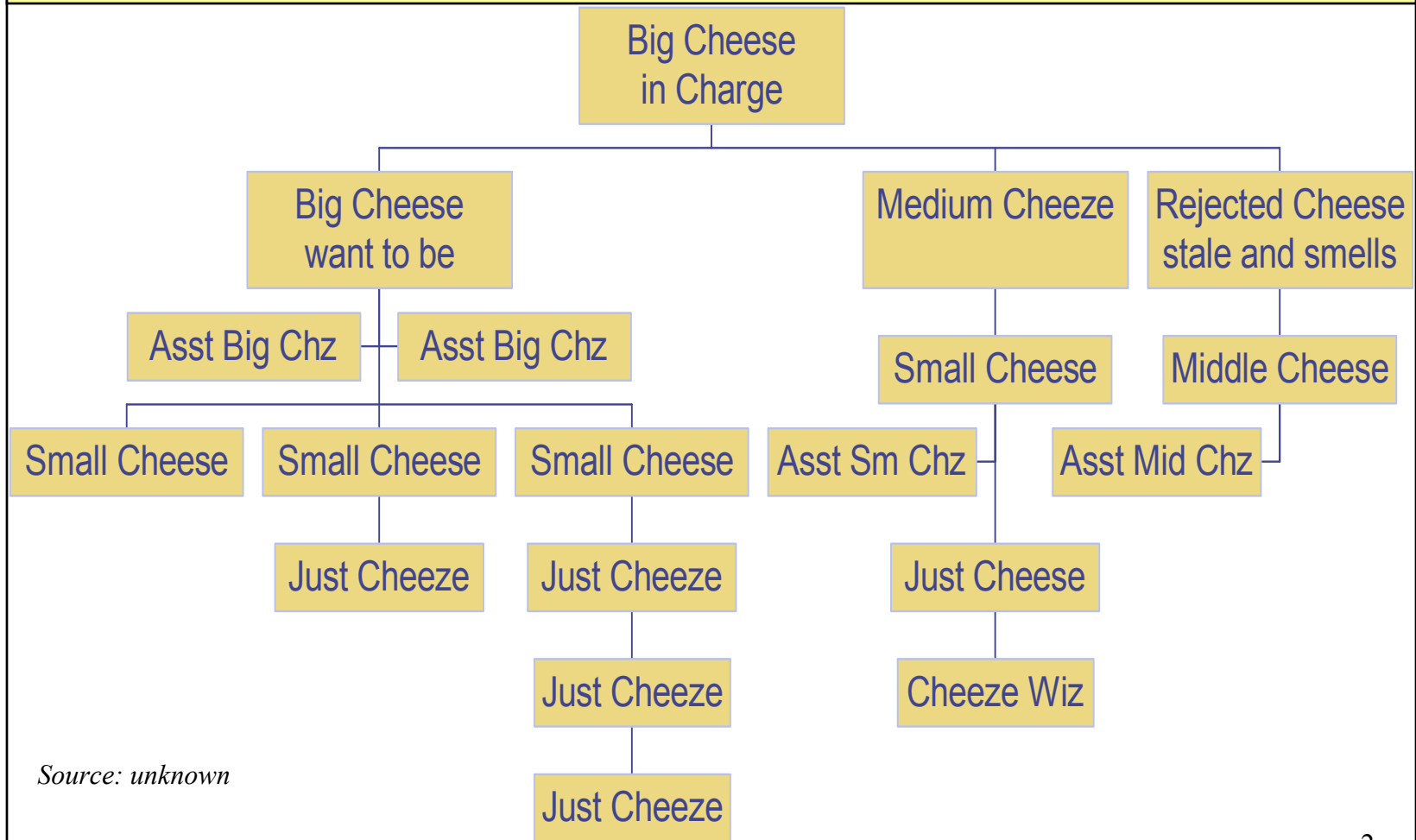
Bay3000 Corporate Education

MONDAY, MARCH 14, 1994

DILBERT by Scott Adams

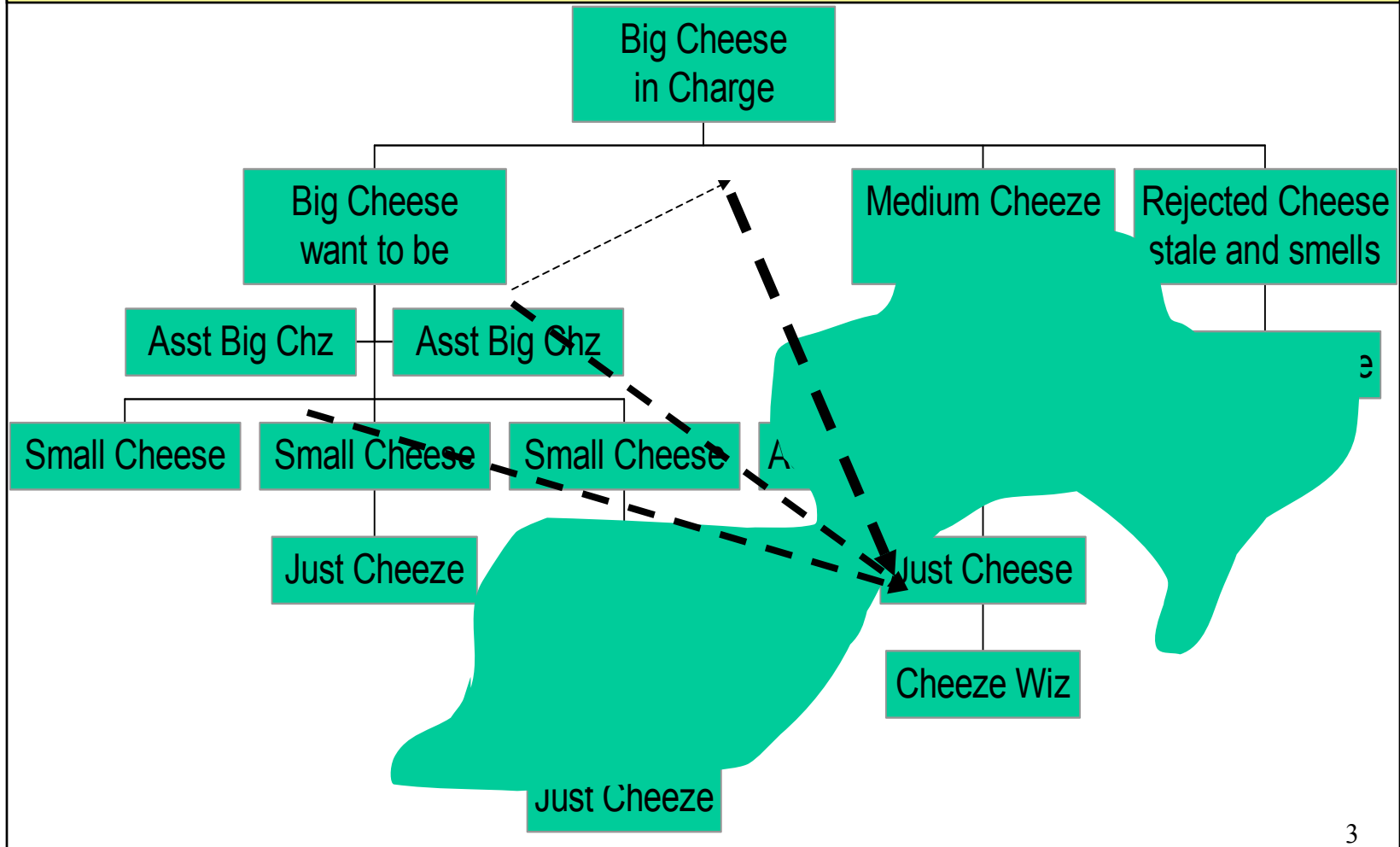


Formal Structure of Cheese

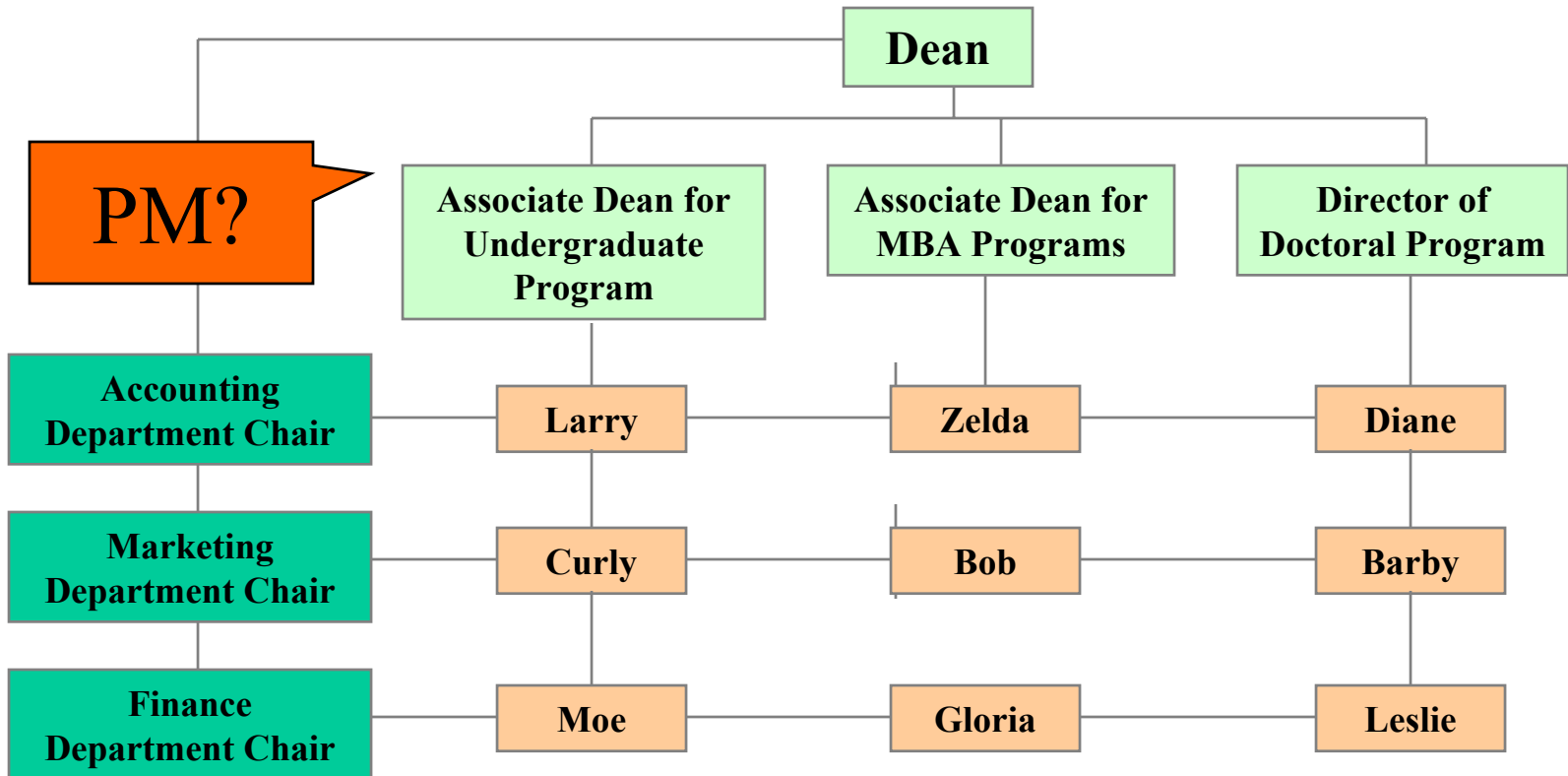


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(In)Formal Structure of Cheese

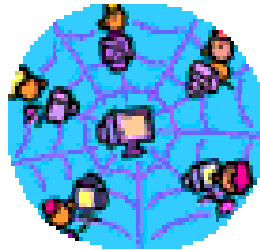


A Business School as a Matrix



The Authority Gap

What competencies are critical?



- Competencies of persuasion, negotiations
- Effective management of the ‘you owe me I owe you network’ is crucial.
- **Relationship building, Listening, and Proactive Communication** skills

Tip #1

Seek To Understand

- **Level of Delegation - A Matter of Degree**
 - Low degree of delegation**
 - Investigate and report back
 - Investigate and recommend action
 - Investigate and advise on action taken
 - Investigate and take action; advise on action taken
 - Investigate and take action
 - High degree of delegation**
- **Political Environment – Stakeholder Analysis - SWOT**

Where is Your Group?

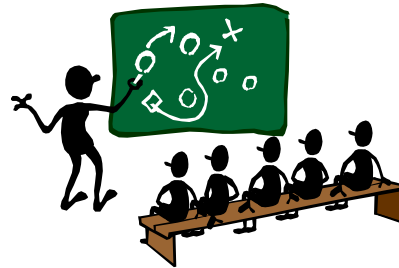
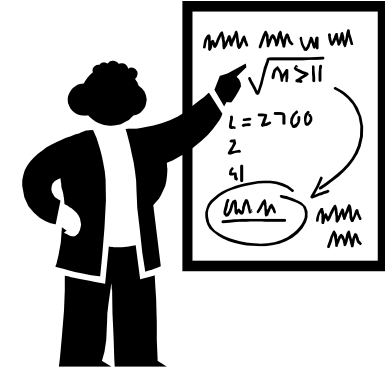
Building Influence

Legitimate Power

Expert Power

Information Power

Situation Power



The Sponsor



Tip #2

Don't Leave Home without Your RAM

| Items | Stakeholders | | | | |
|----------------------|--------------|---|---|---|---|
| | A | B | C | D | E |
| Unit Test | S | A | I | I | R |
| Integration Test | S | P | A | I | R |
| System Test | S | P | A | I | R |
| User Acceptance Test | S | P | I | A | R |

A = Accountable

P = Participant

R = Review Required

I = Input Required

S = Sign-off Required

Sample RACI Chart

| | GROUP A | GROUP B | GROUP C | GROUP D | GROUP E |
|--------|---------|---------|---------|---------|---------|
| Task 1 | R | A | C | C | I |
| Task 2 | C | I | R | A | I |
| Task 3 | A | R | I | C | C |
| Task 4 | I | C | A | I | R |
| Task 5 | A | I | C | R | A |

R = responsibility, only one R per task

A = accountability

C = consultation

I = informed

Worksheet Example

| Stakeholder | Analysis of Present Relationship | Plans to Improve Relationship | Plans to Communicate | Primary Point of Contact (Internal) |
|--------------------|---|--------------------------------------|-----------------------------|--|
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

Tip #3

Understand *Internal* Negotiations

- Avoid Surprises
- Understand interests
- Use *Principled Negotiations*
- Look out for the long term win
- Learn the art of asking questions



Tip #4

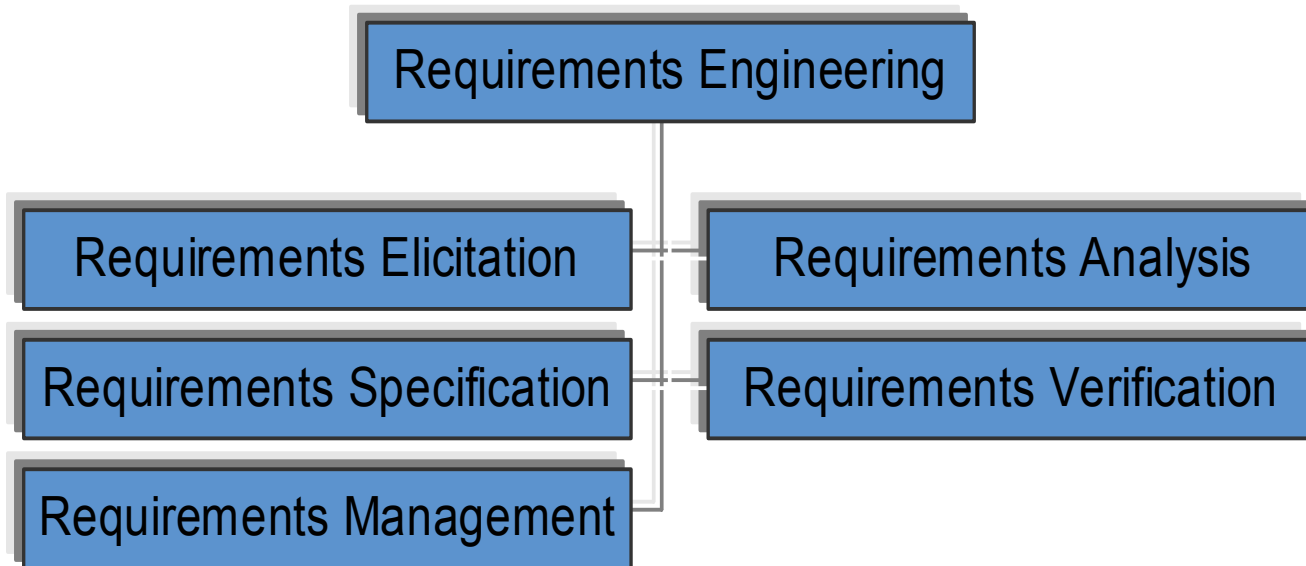
Communicate, Communicate

- Communication Planning
- Weekly meeting ...
 - Relationship Check
 - Peer recognition
- Morning huddle
- Stakeholder Satisfaction Measures

The urgent is done now, the important is prioritized and negotiated

Tip #5

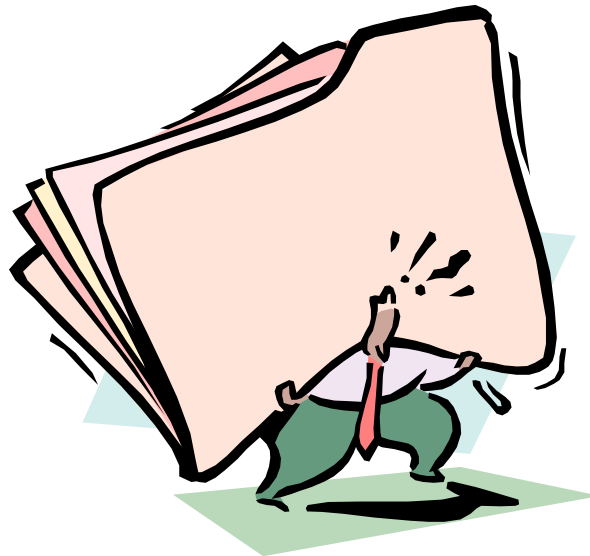
Back to Basics: Requirements Engineering



The Bottom Line

Practice PPL....

Proactive Project Leadership





How the customer explained it



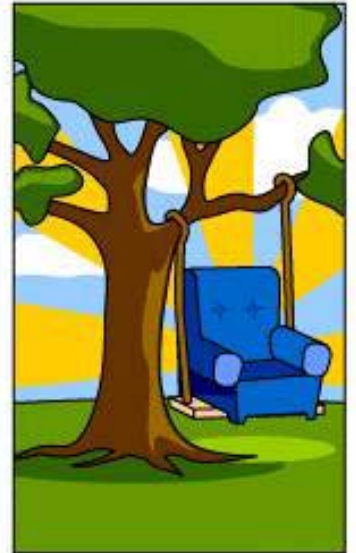
How the Project Leader understood it



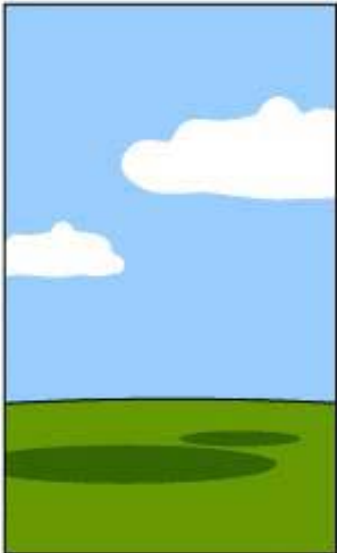
How the Analyst designed it



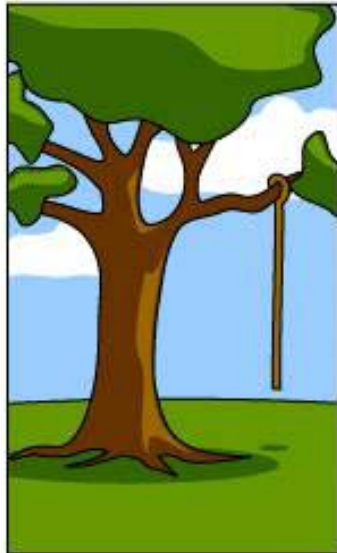
How the Programmer wrote it



How the Business Consultant described it



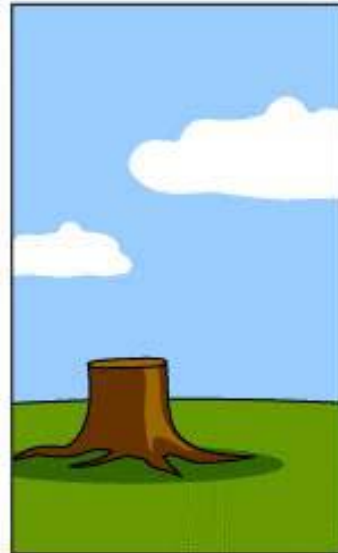
How the project was documented



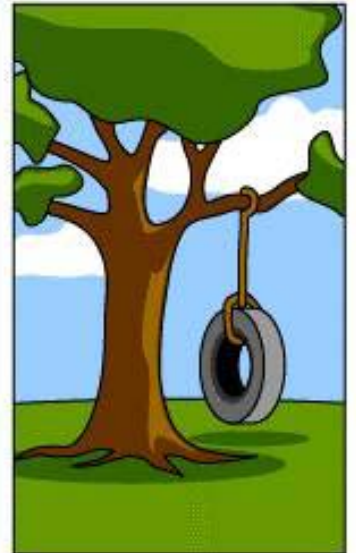
What operations installed



How the customer was billed



How it was supported



What the customer really needed

Questions

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