

LEADERSHIP & MANAGEMENT | COURSE BROCHURE

Leading in a Matrix Organisation

5 days | Classroom training | English

SMART HORIZON

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Course content

Why attend

Matrix structures help organisations share expertise and serve customers across functions, regions and products, but they create complexity in authority, accountability and decision-making. This course helps managers succeed in a matrix by clarifying roles, managing multiple reporting lines, influencing without direct authority, resolving priority conflicts and building collaborative networks.

In a matrix, success depends on influence and relationships more than on hierarchy. This course gives you practical tools to navigate competing demands and get results across boundaries.

Professional Problems This Course Is Designed to Solve

• Difficulty translating subject knowledge into practical workplace decisions.
• Inconsistent approaches to the activities covered in the course outline.
• Lack of a structured plan for applying and reviewing new skills.

Course methodology

The course uses matrix case studies, stakeholder mapping, RACI exercises, influence practice and peer problem-solving.

Course objectives

By the end of this course, participants will be able to:
• Understand how matrix organisations work and why they are used
• Clarify roles, responsibilities and decision rights
• Manage multiple managers and competing priorities
• Influence colleagues without direct authority
• Lead virtual and cross-functional teams
• Resolve conflicts and escalate effectively

Target audience

This course is suitable for:
• Managers in multinational or matrix organisations
• Project and programme managers
• Functional and regional leaders
• Business partners in HR, finance and IT
• Team members with dual reporting lines



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Target competencies

Participants will develop competencies in:

- Role clarity
- Stakeholder management
- Influence
- Priority negotiation
- Cross-functional collaboration
- Escalation management

Course outline

Day 1: Understanding the Matrix

09:00–09:54	Matrix structures and their purpose
09:54–10:48	Benefits and common problems
10:48–11:00	Dual reporting relationships
11:00–11:30	**Coffee break**
11:30–12:12	Dual reporting relationships (continued)
12:12–13:06	Matrix leadership competencies
13:06–14:00	Exercise: Mapping your matrix

Day 2: Roles and Decision Rights

09:00–09:54	RACI and decision frameworks
09:54–10:48	Clarifying accountability
10:48–11:00	Goals across dimensions
11:00–11:30	**Coffee break**
11:30–12:12	Goals across dimensions (continued)
12:12–13:06	Governance forums
13:06–14:00	Workshop: Role clarity exercise



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Day 3: Influence and Relationships

09:00–09:54	Building networks
09:54–10:48	Influence strategies
10:48–11:00	Trust across boundaries
11:00–11:30	**Coffee break**
11:30–12:12	Trust across boundaries (continued)
12:12–13:06	Communicating across cultures and locations
13:06–14:00	Role play: Gaining support from a peer

Day 4: Managing Competing Priorities

09:00–09:54	Negotiating priorities with multiple managers
09:54–10:48	Resource conflicts
10:48–11:00	Escalation principles
11:00–11:30	**Coffee break**
11:30–12:12	Escalation principles (continued)
12:12–13:06	Protecting team capacity
13:06–14:00	Case study: Conflicting regional and functional goals

Day 5: Leading Matrix Teams

09:00–09:54	Leading people you do not directly manage
09:54–10:48	Virtual team leadership
10:48–11:00	Performance input from multiple managers
11:00–11:30	**Coffee break**
11:30–12:12	Performance input from multiple managers (continued)
12:12–13:06	Personal resilience
13:06–14:00	Capstone: Matrix effectiveness plan

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the



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sessions. They are indicative only and do not constitute a binding commitment.

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (EUR)
Cape Town Confirmed dates	9 Nov 2026	13 Nov 2026	**€1,890.–**
Online Confirmed dates	9 Nov 2026	13 Nov 2026	**€1,250.–**
Kuala Lumpur Confirmed dates	16 Nov 2026	20 Nov 2026	**€1,450.–**
Online Confirmed dates	16 Nov 2026	20 Nov 2026	**€1,250.–**
Paris Confirmed dates	7 Dec 2026	11 Dec 2026	**€2,860.–**
Online Confirmed dates	7 Dec 2026	11 Dec 2026	**€1,250.–**
Istanbul Confirmed dates	14 Dec 2026	18 Dec 2026	**€2,650.–**
Online Confirmed dates	14 Dec 2026	18 Dec 2026	**€1,250.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Amsterdam Confirmed dates	4 Jan 2027	8 Jan 2027	**€2,540.-**
Online Confirmed dates	4 Jan 2027	8 Jan 2027	**€1,250.-**
Singapore Confirmed dates	18 Jan 2027	22 Jan 2027	**€2,820.-**
Online Confirmed dates	18 Jan 2027	22 Jan 2027	**€1,250.-**
Vienna Confirmed dates	25 Jan 2027	29 Jan 2027	**€2,940.-**
Online Confirmed dates	25 Jan 2027	29 Jan 2027	**€1,250.-**
London Confirmed dates	1 Feb 2027	5 Feb 2027	**€2,450.-**
Online Confirmed dates	1 Feb 2027	5 Feb 2027	**€1,250.-**
Dubai Confirmed dates	15 Feb 2027	19 Feb 2027	**€3,150.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	15 Feb 2027	19 Feb 2027	**€1,250.–**
Frankfurt Confirmed dates	1 Mar 2027	5 Mar 2027	**€2,650.–**
Online Confirmed dates	1 Mar 2027	5 Mar 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	15 Mar 2027	19 Mar 2027	**€1,450.–**
Online Confirmed dates	15 Mar 2027	19 Mar 2027	**€1,250.–**
Cape Town Confirmed dates	29 Mar 2027	2 Apr 2027	**€1,890.–**
Online Confirmed dates	29 Mar 2027	2 Apr 2027	**€1,250.–**
Paris Confirmed dates	5 Apr 2027	9 Apr 2027	**€2,860.–**
Online Confirmed dates	5 Apr 2027	9 Apr 2027	**€1,250.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Istanbul Confirmed dates	19 Apr 2027	23 Apr 2027	**€2,650.-**
Online Confirmed dates	19 Apr 2027	23 Apr 2027	**€1,250.-**
Amsterdam Confirmed dates	3 May 2027	7 May 2027	**€2,540.-**
Online Confirmed dates	3 May 2027	7 May 2027	**€1,250.-**
Singapore Confirmed dates	17 May 2027	21 May 2027	**€2,820.-**
Online Confirmed dates	17 May 2027	21 May 2027	**€1,250.-**
Rome Confirmed dates	31 May 2027	4 Jun 2027	**€2,450.-**
Online Confirmed dates	31 May 2027	4 Jun 2027	**€1,250.-**
London Confirmed dates	7 Jun 2027	11 Jun 2027	**€2,450.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	7 Jun 2027	11 Jun 2027	**€1,250.-**
Dubai Confirmed dates	21 Jun 2027	25 Jun 2027	**€3,150.-**
Online Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,250.-**
Frankfurt Confirmed dates	5 Jul 2027	9 Jul 2027	**€2,650.-**
Online Confirmed dates	5 Jul 2027	9 Jul 2027	**€1,250.-**
Kuala Lumpur Confirmed dates	19 Jul 2027	23 Jul 2027	**€1,450.-**
Online Confirmed dates	19 Jul 2027	23 Jul 2027	**€1,250.-**
Paris Confirmed dates	2 Aug 2027	6 Aug 2027	**€2,860.-**
Online Confirmed dates	2 Aug 2027	6 Aug 2027	**€1,250.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Rome Confirmed dates	9 Aug 2027	13 Aug 2027	**€2,450.-**
Online Confirmed dates	9 Aug 2027	13 Aug 2027	**€1,250.-**
Istanbul Confirmed dates	16 Aug 2027	20 Aug 2027	**€2,650.-**
Online Confirmed dates	16 Aug 2027	20 Aug 2027	**€1,250.-**
Amsterdam Confirmed dates	6 Sept 2027	10 Sept 2027	**€2,540.-**
Online Confirmed dates	6 Sept 2027	10 Sept 2027	**€1,250.-**
Singapore Confirmed dates	20 Sept 2027	24 Sept 2027	**€2,820.-**
Online Confirmed dates	20 Sept 2027	24 Sept 2027	**€1,250.-**
London Confirmed dates	4 Oct 2027	8 Oct 2027	**€2,450.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	4 Oct 2027	8 Oct 2027	**€1,250.–**
Barcelona Confirmed dates	11 Oct 2027	15 Oct 2027	**€2,840.–**
Online Confirmed dates	11 Oct 2027	15 Oct 2027	**€1,250.–**
Dubai Confirmed dates	18 Oct 2027	22 Oct 2027	**€3,150.–**
Online Confirmed dates	18 Oct 2027	22 Oct 2027	**€1,250.–**
Frankfurt Confirmed dates	1 Nov 2027	5 Nov 2027	**€2,650.–**
Online Confirmed dates	1 Nov 2027	5 Nov 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	15 Nov 2027	19 Nov 2027	**€1,450.–**
Online Confirmed dates	15 Nov 2027	19 Nov 2027	**€1,250.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Paris Confirmed dates	6 Dec 2027	10 Dec 2027	**€2,860.-**
Online Confirmed dates	6 Dec 2027	10 Dec 2027	**€1,250.-**
Istanbul Confirmed dates	13 Dec 2027	17 Dec 2027	**€2,650.-**
Online Confirmed dates	13 Dec 2027	17 Dec 2027	**€1,250.-**

Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

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View the latest course details online