

**LEADERSHIP & MANAGEMENT | COURSE BROCHURE**

# Leading in a Matrix Organisation

5 days | Classroom training | English

**SMART HORIZON**

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London W2 6BD, United Kingdom

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https://smarthorizon.uk



# 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



# Course content

## 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



# Course content

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 GBP, excluding unconfirmed taxes.

| Venue | Start date | End date | Fee (GBP) |
|---|---|---|---|
| Cape Town<br>Confirmed dates | 9 Nov 2026 | 13 Nov 2026 | **£1,890.–** |
| Online<br>Confirmed dates | 9 Nov 2026 | 13 Nov 2026 | **£1,250.–** |
| Kuala Lumpur<br>Confirmed dates | 16 Nov 2026 | 20 Nov 2026 | **£1,450.–** |
| Online<br>Confirmed dates | 16 Nov 2026 | 20 Nov 2026 | **£1,250.–** |
| Paris<br>Confirmed dates | 7 Dec 2026 | 11 Dec 2026 | **£2,860.–** |
| Online<br>Confirmed dates | 7 Dec 2026 | 11 Dec 2026 | **£1,250.–** |
| Istanbul<br>Confirmed dates | 14 Dec 2026 | 18 Dec 2026 | **£2,650.–** |
| Online<br>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 (GBP) |
|---|---|---|---|
| Amsterdam<br>Confirmed dates | 4 Jan 2027 | 8 Jan 2027 | **£2,540.-** |
| Online<br>Confirmed dates | 4 Jan 2027 | 8 Jan 2027 | **£1,250.-** |
| Singapore<br>Confirmed dates | 18 Jan 2027 | 22 Jan 2027 | **£2,820.-** |
| Online<br>Confirmed dates | 18 Jan 2027 | 22 Jan 2027 | **£1,250.-** |
| Vienna<br>Confirmed dates | 25 Jan 2027 | 29 Jan 2027 | **£2,940.-** |
| Online<br>Confirmed dates | 25 Jan 2027 | 29 Jan 2027 | **£1,250.-** |
| London<br>Confirmed dates | 1 Feb 2027 | 5 Feb 2027 | **£2,450.-** |
| Online<br>Confirmed dates | 1 Feb 2027 | 5 Feb 2027 | **£1,250.-** |
| Dubai<br>Confirmed dates | 15 Feb 2027 | 19 Feb 2027 | **£3,150.-** |



# Course content

## Dates, venues and fees (continued)

| Venue | Start date | End date | Fee (GBP) |
|---|---|---|---|
| Online<br>Confirmed dates | 15 Feb 2027 | 19 Feb 2027 | **£1,250.–** |
| Frankfurt<br>Confirmed dates | 1 Mar 2027 | 5 Mar 2027 | **£2,650.–** |
| Online<br>Confirmed dates | 1 Mar 2027 | 5 Mar 2027 | **£1,250.–** |
| Kuala Lumpur<br>Confirmed dates | 15 Mar 2027 | 19 Mar 2027 | **£1,450.–** |
| Online<br>Confirmed dates | 15 Mar 2027 | 19 Mar 2027 | **£1,250.–** |
| Cape Town<br>Confirmed dates | 29 Mar 2027 | 2 Apr 2027 | **£1,890.–** |
| Online<br>Confirmed dates | 29 Mar 2027 | 2 Apr 2027 | **£1,250.–** |
| Paris<br>Confirmed dates | 5 Apr 2027 | 9 Apr 2027 | **£2,860.–** |
| Online<br>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 (GBP) |
|---|---|---|---|
| Istanbul<br>Confirmed dates | 19 Apr 2027 | 23 Apr 2027 | **£2,650.-** |
| Online<br>Confirmed dates | 19 Apr 2027 | 23 Apr 2027 | **£1,250.-** |
| Amsterdam<br>Confirmed dates | 3 May 2027 | 7 May 2027 | **£2,540.-** |
| Online<br>Confirmed dates | 3 May 2027 | 7 May 2027 | **£1,250.-** |
| Singapore<br>Confirmed dates | 17 May 2027 | 21 May 2027 | **£2,820.-** |
| Online<br>Confirmed dates | 17 May 2027 | 21 May 2027 | **£1,250.-** |
| Rome<br>Confirmed dates | 31 May 2027 | 4 Jun 2027 | **£2,450.-** |
| Online<br>Confirmed dates | 31 May 2027 | 4 Jun 2027 | **£1,250.-** |
| London<br>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 (GBP) |
|---|---|---|---|
| Online<br>Confirmed dates | 7 Jun 2027 | 11 Jun 2027 | **£1,250.–** |
| Dubai<br>Confirmed dates | 21 Jun 2027 | 25 Jun 2027 | **£3,150.–** |
| Online<br>Confirmed dates | 21 Jun 2027 | 25 Jun 2027 | **£1,250.–** |
| Frankfurt<br>Confirmed dates | 5 Jul 2027 | 9 Jul 2027 | **£2,650.–** |
| Online<br>Confirmed dates | 5 Jul 2027 | 9 Jul 2027 | **£1,250.–** |
| Kuala Lumpur<br>Confirmed dates | 19 Jul 2027 | 23 Jul 2027 | **£1,450.–** |
| Online<br>Confirmed dates | 19 Jul 2027 | 23 Jul 2027 | **£1,250.–** |
| Paris<br>Confirmed dates | 2 Aug 2027 | 6 Aug 2027 | **£2,860.–** |
| Online<br>Confirmed dates | 2 Aug 2027 | 6 Aug 2027 | **£1,250.–** |



# Course content

## Dates, venues and fees (continued)

| Venue | Start date | End date | Fee (GBP) |
|---|---|---|---|
| Rome<br>Confirmed dates | 9 Aug 2027 | 13 Aug 2027 | **£2,450.-** |
| Online<br>Confirmed dates | 9 Aug 2027 | 13 Aug 2027 | **£1,250.-** |
| Istanbul<br>Confirmed dates | 16 Aug 2027 | 20 Aug 2027 | **£2,650.-** |
| Online<br>Confirmed dates | 16 Aug 2027 | 20 Aug 2027 | **£1,250.-** |
| Amsterdam<br>Confirmed dates | 6 Sept 2027 | 10 Sept 2027 | **£2,540.-** |
| Online<br>Confirmed dates | 6 Sept 2027 | 10 Sept 2027 | **£1,250.-** |
| Singapore<br>Confirmed dates | 20 Sept 2027 | 24 Sept 2027 | **£2,820.-** |
| Online<br>Confirmed dates | 20 Sept 2027 | 24 Sept 2027 | **£1,250.-** |
| London<br>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 (GBP) |
|---|---|---|---|
| Online<br>Confirmed dates | 4 Oct 2027 | 8 Oct 2027 | **£1,250.–** |
| Barcelona<br>Confirmed dates | 11 Oct 2027 | 15 Oct 2027 | **£2,840.–** |
| Online<br>Confirmed dates | 11 Oct 2027 | 15 Oct 2027 | **£1,250.–** |
| Dubai<br>Confirmed dates | 18 Oct 2027 | 22 Oct 2027 | **£3,150.–** |
| Online<br>Confirmed dates | 18 Oct 2027 | 22 Oct 2027 | **£1,250.–** |
| Frankfurt<br>Confirmed dates | 1 Nov 2027 | 5 Nov 2027 | **£2,650.–** |
| Online<br>Confirmed dates | 1 Nov 2027 | 5 Nov 2027 | **£1,250.–** |
| Kuala Lumpur<br>Confirmed dates | 15 Nov 2027 | 19 Nov 2027 | **£1,450.–** |
| Online<br>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 (GBP) |
|---|---|---|---|
| Paris<br>Confirmed dates | 6 Dec 2027 | 10 Dec 2027 | **£2,860.-** |
| Online<br>Confirmed dates | 6 Dec 2027 | 10 Dec 2027 | **£1,250.-** |
| Istanbul<br>Confirmed dates | 13 Dec 2027 | 17 Dec 2027 | **£2,650.-** |
| Online<br>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 UK 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