

# Matrix Team Management and Shared Authority Training Course

6 – 10 December 2026
Toronto

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Training Center

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## Overview

Matrix Team Management and Shared Authority Training Course is a one-week foundation-to-intermediate course for managers, team leaders, project leads, and functional contributors who leave with a Matrix Team Operating Playbook. Participants connect dual reporting lines, matrix role clarity, decision rights, influence without authority, cross-functional coordination, resource conflict management, and performance accountability. The course turns competing instructions into agreed operating routines. Agile Leaders Training Center develops matrix team management and shared authority capability.

## Who Should Attend

- Matrix leadership functions responsible for shared outcomes across reporting lines
- Project and product functions responsible for coordinating functional contributors
- Functional management functions responsible for allocating people and specialist capacity
- Cross-functional delivery functions responsible for dependencies, priorities, and decisions
- People leadership functions responsible for feedback, performance, and accountability

The course assumes participants coordinate work across functions or reporting lines, and it leaves out organization structure selection, enterprise redesign, generic first-time management, and formal project scheduling.

## Departments and Industries

The course supports departments and industries that deliver work through shared functional and project authority.

- Strategy, transformation, projects, products, and operations
- Technology, engineering, telecommunications, and manufacturing
- Finance, healthcare, education, and professional services
- Human resources, marketing, procurement, and supply chain
- Public services, energy, transport, and infrastructure

## Learning Objectives

By the end of this course, participants will be able to:

- Analyze matrix authority, roles, dependencies, and reporting lines
- Build decision-right and accountability agreements
- Apply influence and stakeholder alignment methods
- Prioritize competing work and negotiate resource allocation
- Use communication, performance, and conflict routines
- Evaluate issues and select proportionate escalation paths

## Course Agenda

### Day 1: Matrix Roles and Shared Authority

- Matrix Structure and Dual Reporting Relationship Map
- Project, Product, and Functional Authority Comparison
- Role Purpose and Responsibility Charter
- Decision-Rights and Consultation Matrix
- Cross-Functional Dependency Mapping Method

### Day 2: Influence and Stakeholder Alignment

- Stakeholder Interest and Influence Map
- Influence Without Authority Planning Canvas
- Mutual Interest and Exchange Analysis
- Alignment Conversation Preparation Sheet
- Commitment and Follow-Through Register

### Day 3: Priorities, Resources, and Decisions

- Competing Priority Evaluation Grid
- Shared Resource Capacity and Demand Board
- Resource Negotiation and Trade-Off Record
- Decision Brief and Decision Log
- Deadlock and Escalation Pathway Map

### Day 4: Communication, Performance, and Conflict

- Matrix Team Communication Rhythm Planner
- Cross-Manager Performance Expectation Agreement
- Evidence-Based Feedback Conversation Guide
- Accountability and Action Tracking Board
- Resource and Role Conflict Resolution Process

## Day 5: Matrix Team Operating Practice

- Exercise: Diagnose a Dual-Reporting Role Conflict
- Exercise: Negotiate Competing Resource Priorities
- Exercise: Facilitate a Cross-Functional Decision Forum
- Exercise: Conduct a Matrix Performance Conversation
- Capstone Exercise: Matrix Team Operating Playbook

## Practical Exercises

The course uses suggested activities to connect shared authority with repeatable team routines.

- Suggested activity: map authority, reporting relationships, decision rights, and dependencies for a transformation initiative.
- Suggested activity: negotiate scarce specialist capacity between operations and project delivery cases.
- Suggested activity: prepare an alignment conversation and record commitments across functional and product stakeholders.
- Suggested activity: assemble a Matrix Team Operating Playbook with routines, logs, agreements, and escalation paths.

## FAQs

### Who suits matrix team management training, and what does it assume?

Managers, team leaders, project leads, and functional contributors suit the training. It assumes responsibility for coordinating people, work, decisions, or resources across functions or reporting relationships.

### How does matrix team management differ from organization design training?

Matrix team management focuses on operating within shared authority through roles, decisions, priorities, influence, communication, and accountability, while organization design training focuses on selecting and configuring structures, operating models, and reporting arrangements.

### What are dual reporting lines in matrix team management?

Dual reporting lines connect a contributor to functional leadership and to project, product, client, or initiative leadership for different aspects of work and accountability.

### How does influence without authority support matrix teams?

Influence without authority builds commitment through credibility, mutual interests, relationships, evidence, negotiation, and clear exchanges when direct command authority is limited.

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## When should a matrix team escalate a conflict?

A matrix team should escalate when agreed decision rights cannot resolve a material priority, resource, risk, or performance issue within the defined time and authority boundaries.

## Conclusion

Participants take a Matrix Team Operating Playbook back to work. It connects roles, decision rights, stakeholder influence, priorities, resources, communication, performance, conflict, accountability, and escalation. It changes informal negotiation across reporting lines into visible agreements and operating routines that support coordinated delivery.