Managing Projects in a Matrix: An MM 2.0(TM) Compliant Quick Guide

Paula K. Martin, Cathy Cassidy

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You don't need to throw out everything you've learned about project management to operate two-dimensionally in a matrix, but you do need to learn new skills and add new tools to your toolbox if you want to be successful in this non-authority-based environment.

In a matrix, project teams are typically recruited from the vertical dimension-a function or business unit-but projects are planned and executed in the horizontal dimension. The result is that teams are commonly made up of people who report to someone in the vertical dimension.

This means project managers must learn how to lead teams without authority, and it's one of the primary challenges project managers face in a matrix.

What you'll learn

Based on the Matrix Management 2.0TM framework, Managing Projects in a Matrix looks at how the role of a project manager in matrix organizations has changed, the common challenges project leaders face, and the leadership skills required to manage projects in a two-dimensional organization.

You'll learn how to:

- **Balance** conflicting stakeholder interests
- **Collaborate** and share accountability with team members and stakeholders
- **Make** commitments you can keep and not get in over your head
- **Build** high-performing teams when team members report to someone else
- **Deliver** a project without formal authority over team members

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