Minimizing the risk associated with a Matrix Organization

Risks	Ways of reducing the risk
Project Manager: • Responsibility without authority • Resources which functional managers are willing to give, may not be what is required to do the job • Frequent conflicts • Status often junior to those being managed • Feel as though they have been "set-up for the fall"!	**Sponsor:** • Provide PM with a clear mandate • Clearly communicate project priority • Make FMs true project "stakeholders" **Project Manager:** • Provide FMs with sufficient lead time • Use well defined project plans to generate greater buy-in among FMs • Do not "low ball" resource requirements in order to gain access to resources, then treat access to resource availability as a "blank check" • Do not "keep resources busy" if they are not required • Communicate to FMs any change in resource requirements • Treat resource time as a cost - apply change control process if requirements change • Ensure Sponsors see themselves as project stakeholders throughout the project lifecycle
Project Team Members: • Conflicting demands/unclear priorities • Lack of closure for work accomplished • Complex communication and reporting requirements • Additional project work does not always result in the decrease of non-project work • The 'reward' for doing good project work is more work, on top of your regular work • Project work may not "count" in formal employee evaluations	**Project Managers:** • Provide sufficient lead time so that resources can better juggle their schedules and allow time for training if required • Set clear objectives, priorities and realistic expectations and don't "cry wolf" • Inform team members regarding the final outcome of projects **Functional Managers:** • Do not allow PMs to ask for specific resources • Provide training for staff in the fundamentals of project management • Encourage staff to "push back" if they are being asked to work beyond reasonable, sustainable levels, or if they feel expectations are unrealistic • Evaluate staff on both their functional and project related performance
Functional Managers: • Resources not availability for functional (non-project) requirements • 'Gap' in functional areas result when key resources are placed on projects • Loss of control over their staff • End up footing the bill for poorly run projects by having to supply resources beyond original agreements • Unclear role in project; little to gain, much to lose	**Functional Managers:** • Staff departments to support both operational and project work • Provide cross training of staff • Negotiate resource utilization limits with PM • Clarify with PM communication procedures, project documentation requirements and roles/ responsibilities • Do not provide resources to projects which exhibit no level of control • Do not provide resources to whomever "yells the loudest" **Sponsors:** • Ensure FMs receive training in the fundamentals of project management • Ensure that FMs see themselves as stakeholders of the project