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COURSE BROCHURE

Advanced Matrix Leadership and Cross-Functional Influence Training Course

7 – 18 December 2026
Munich

Advanced Matrix Leadership and Cross-Functional Influence Training Course

Ref: 1100_41437 **Date:** 7 – 18 December 2026 **Location:** Munich **Fees:** 9500 GBP

Matrix Leadership and Cross-Functional Influence is a 2-week training course for senior managers and department heads who lead through dual reporting lines, shared specialists and pooled budgets, and who leave with a cross-functional leadership charter. Organisations now run more work across functions, projects and regions at once, so results depend on leaders who can move decisions without owning every resource. Jupiter Prime Training delivers Matrix Leadership and Cross-Functional Influence for leaders in exactly that position.

Why Matrix Leadership and Cross-Functional Influence Matters Now

Three forces shape matrix leadership today: product and customer lines that cut across functional silos, specialist talent shared between several sponsors, and faster portfolio shifts that reopen priorities every quarter. Organisations that handle the matrix well settle conflicts at the right level, keep shared experts focused and hold two bosses to one agenda. Those that handle it badly suffer slow escalations, duplicated effort and accountability that belongs to nobody. The course rests on established leadership models: situational leadership, stakeholder mapping, 360-degree feedback and a responsibility assignment matrix for decision rights.

Who Gains Most from Matrix Leadership and Cross-Functional Influence

- Leaders who answer to both a functional head and a business or project sponsor
- Heads of shared services whose specialists serve several internal clients at once
- Portfolio and product owners who depend on resources they do not line-manage
- Regional or site leaders balancing local targets against global function standards
- Transformation leads who must align several departments behind one change

The largest gain comes when the two or three leaders who share a matrix intersection, such as a functional head and the business sponsor they both serve, attend together and draft one charter.

Matrix Leadership and Cross-Functional Influence Capabilities

Participants practise turning tangled reporting lines into explicit agreements on who decides, who is consulted and how disputes rise.

- Map decision rights across a dual reporting structure — functional heads and business sponsors
- Diagnose the root of a cross-functional priority conflict — the escalation forum
- Build an influence network around a decision without formal authority — peer leaders
- Design joint performance measures that two reporting lines both accept — the executive sponsor
- Negotiate shared specialist capacity between competing internal clients — resource owners
- Communicate escalation routes and service expectations — matrix team members

Key Matrix Leadership and Cross-Functional Influence Terms

- Matrix structure — An organisation design in which people report to two axes at once, typically a function and a product, project or region.
- Decision rights — The agreed allocation of who proposes, approves, is consulted on and is informed about a recurring decision.
- Solid and dotted line — The primary reporting relationship that owns appraisal, and the secondary one that directs daily priorities.
- Influence network — The set of formal and informal relationships a leader draws on to move a decision without direct authority.
- Escalation route — A pre-agreed path, with time limits, for lifting an unresolved cross-functional disagreement to a named forum.
- Joint performance measure — A metric owned by two units together so that neither can succeed while the other fails.

Matrix Leadership and Cross-Functional Influence Day by Day

Day 1: The Matrix as a Design Choice

- Functional, Product and Regional Axes — Why Organisations Adopt Dual Reporting
- Matrix Maturity Spectrum — Weak, Balanced or Strong Matrix for Your Unit
- Hidden Costs Audit — Where Dual Reporting Slows Decisions Today
- Solid and Dotted Line Mapping — Clarifying Appraisal Versus Daily Direction
- Intersection Inventory — Which Roles Sit Where Two Axes Meet

Day 2: Leading Without Positional Authority

- Sources of Influence Model — Expertise, Relationships, Information and Reciprocity
- Situational Leadership Across Reporting Lines — Adjusting Style to Shared Staff
- Credibility Ledger — Building Trust Before a Cross-Functional Request
- Reciprocity Exchange Map — What Peers Need in Return for Support
- Personal Authority Gap Assessment — Where Formal Power Runs Out

Day 3: Mapping Stakeholders and Influence Networks

- Stakeholder Mapping by Power and Interest — Prioritising Matrix Relationships
- Organisational Network Sketch — Spotting Brokers and Bottlenecks
- Coalition Sequencing — Who to Approach First on a Contested Decision
- Sponsor Alignment Interview — Surfacing Two Bosses' Unstated Priorities
- Network Gap Plan — Relationships to Build Before They Are Needed

Day 4: Decision Rights and Role Clarity

- Responsibility Assignment Matrix — Proposer, Approver, Consulted and Informed
- Decision Catalogue — Listing Recurring Cross-Functional Decisions
- Single Point of Approval Test — Removing Double Sign-Off Loops
- Delegation Thresholds — Which Matrix Decisions Stay Local
- Role Contract Conversation — Agreeing Expectations With a Dotted-Line Leader

Day 5: Resolving Cross-Functional Priority Conflicts

- Conflict Source Diagnosis — Goals, Resources, Timing or Interpretation
- Interest-Based Negotiation — Moving Two Sponsors From Positions to Needs
- Shared Specialist Allocation Grid — Splitting Scarce Expert Capacity
- Tension Escalation Ladder — When to Resolve, Defer or Lift a Dispute
- Escalation Forum Design — Membership, Cadence and Time Limits

Day 6: Shared Accountability and Joint Measures

- Accountability Mapping — Separating Outcome Ownership From Task Ownership
- Joint Performance Measures — Metrics Two Units Win or Lose Together
- Dual Appraisal Input — How Dotted-Line Leaders Shape Reviews
- 360-Degree Feedback in a Matrix — Gathering Views From Both Axes
- Consequence Agreements — What Happens When a Shared Target Slips

Day 7: Communication Across Dual Reporting Lines

- Two-Boss Briefing Rhythm — Keeping Solid and Dotted Lines Informed
- Upward Framing — Presenting Trade-Offs to Competing Sponsors
- Service Level Expectations — Response Times Between Functions
- Meeting Architecture Review — Cutting Duplicate Coordination Forums
- Difficult Message Planning — Declining a Sponsor Request Without Damage

Day 8: Coaching and Developing Matrix Team Members

- Coaching Conversations for Shared Staff — Clarifying Competing Instructions
- Capability Mapping Across Functions — Spotting Matrix-Ready Talent
- Rotation and Secondment Design — Growing Cross-Functional Leaders
- Recognition Across Units — Crediting Contributors You Do Not Manage
- Burnout Signals in Dual Roles — Rebalancing Load Between Sponsors

Day 9: Leading Change Through the Matrix

- Change Impact Grid — Which Intersections a Change Disturbs
- Guiding Coalition Across Functions — Sponsors Who Carry a Change
- Resistance Diagnosis at Intersections — Interests Behind Pushback
- Pilot Unit Selection — Testing a New Decision Model Safely
- Restructuring Signals — When the Matrix Itself Needs Redesign

Day 10: Practising the Cross-Functional Leadership Charter

- Decision Catalogue Review — Applying Day 4 Rights to Live Cases
- Escalation Forum Simulation — Testing Day 5 Routes Under Pressure
- Joint Measure Calibration — Applying Day 6 Metrics to Your Unit
- Influence Network Rehearsal — Using the Day 3 Map on a Real Decision
- Cross-Functional Leadership Charter — Decision Rights, Escalation and Joint Measures

Applying Matrix Leadership and Cross-Functional Influence After the Course

- Run a role contract conversation with each dotted-line leader and record agreed decision rights in the responsibility assignment matrix.
- Convene the first escalation forum with both sponsors, test the time limits and adjust the joint performance measures after one cycle.

Matrix Leadership and Cross-Functional Influence Questions FAQ

What is matrix leadership and cross-functional influence, and why does it matter now?

It is the practice of moving decisions and people across functions when you lack full line authority. It matters now because more work is shared across products, projects and regions, and slow escalations or unclear ownership quickly erode results in both healthcare and manufacturing settings.

Which roles gain most from matrix leadership and cross-functional influence?

Senior managers and department heads with dual reporting lines gain most. That includes heads of shared services, product and portfolio owners, regional leaders balancing global standards, and transformation leads who need several departments to move together.

How does matrix leadership and cross-functional influence differ from a general leadership course?

It focuses on leading where authority is split rather than on leading a team you own. A general or self-leadership course builds personal style; this one builds decision rights, escalation routes and joint measures that work between two reporting axes.

What do you bring back from matrix leadership and cross-functional influence?

You bring back a charter for your own intersection. It lists recurring decisions with their approvers, the escalation forum and its time limits, the joint measures both sponsors accept, and an influence network plan for the decisions you expect to contest next.

Matrix Leadership and Cross-Functional Influence: The Way Forward

The cross-functional leadership charter first informs who approves the next contested resource request at your intersection. Functional heads, business sponsors and shared specialists all use it as the reference when priorities collide. After its first escalation cycle, revisit the joint performance measures: they reveal whether both reporting lines are truly sharing the outcome or simply sharing the meetings.