



Matrix Manager Inventory

Leading in a Collaborative Environment

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REPORT PREPARED FOR: Four aReview
REPORT DATE: September 15, 2019

The Matrix Manager Inventory reveals how prepared you are to manage in a cross-functional or virtual environment, where you may not have direct control over those whose support you need to achieve your goals.

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What is Matrix Management?

You probably already know that managing in today's complex environment is more challenging than ever. The once neat and tidy hierarchical management structure is gradually being replaced with what looks more like a spider's web - a matrix, if you will. The new matrix includes cross-functional, multi-functional, and virtual teams, coupled with dotted-line and, in some cases, no-line reporting relationships. All of which makes your "simple" job of getting things done... well, not so simple.

Along with this trend comes the need for a new leadership skill set, one that helps you to shift your focus away from a traditional "Command and Control" approach to a more fluid and flexible "Influence and Collaboration" strategy.

The Matrix Manager model is made up of two scales, Scale One (Command and Control), and Scale Two (Influence and Collaboration). Each of these scales is made up of four competencies as shown below:

Scale One - Command and Control

- Knowledge
- Correctness
- Image
- Regulation

Scale Two - Influence and Collaboration

- Empowerment
- Risk Taking
- Participation
- Development

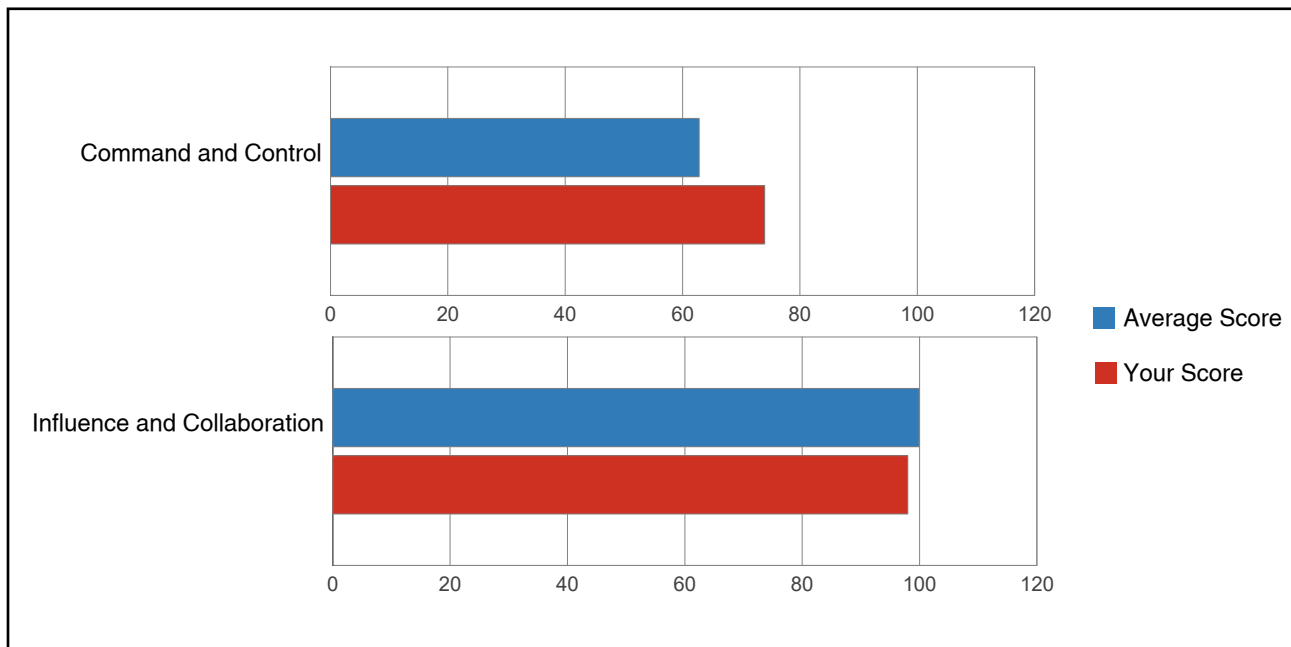


Your Self-Assessment Scores

The chart below gives you a snapshot of your complete set of scores.

Scale One: Command and Control			
Knowledge	Correctness	Image	Regulation
23	19	13	19
Scale Two: Influence and Collaboration			
Empowerment	Risk Taking	Participation	Development
27	22	27	22

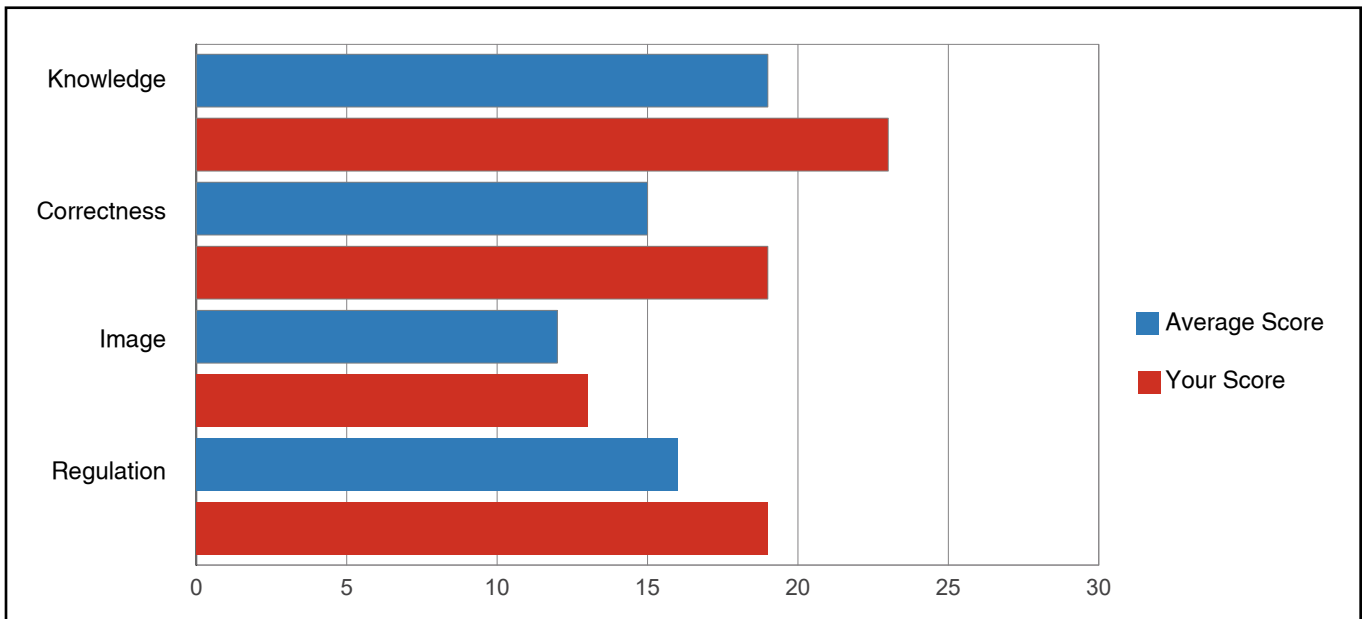
The following chart compares the averages of your Scale One and Scale Two totals with the averages of the other leaders who have completed the *Matrix Manager Inventory*. In this way, you can clearly see whether your scores are above or below the statistical average. Scores close to the average suggest you are exhibiting the correct balance of Command and Control and Influence and Collaboration.



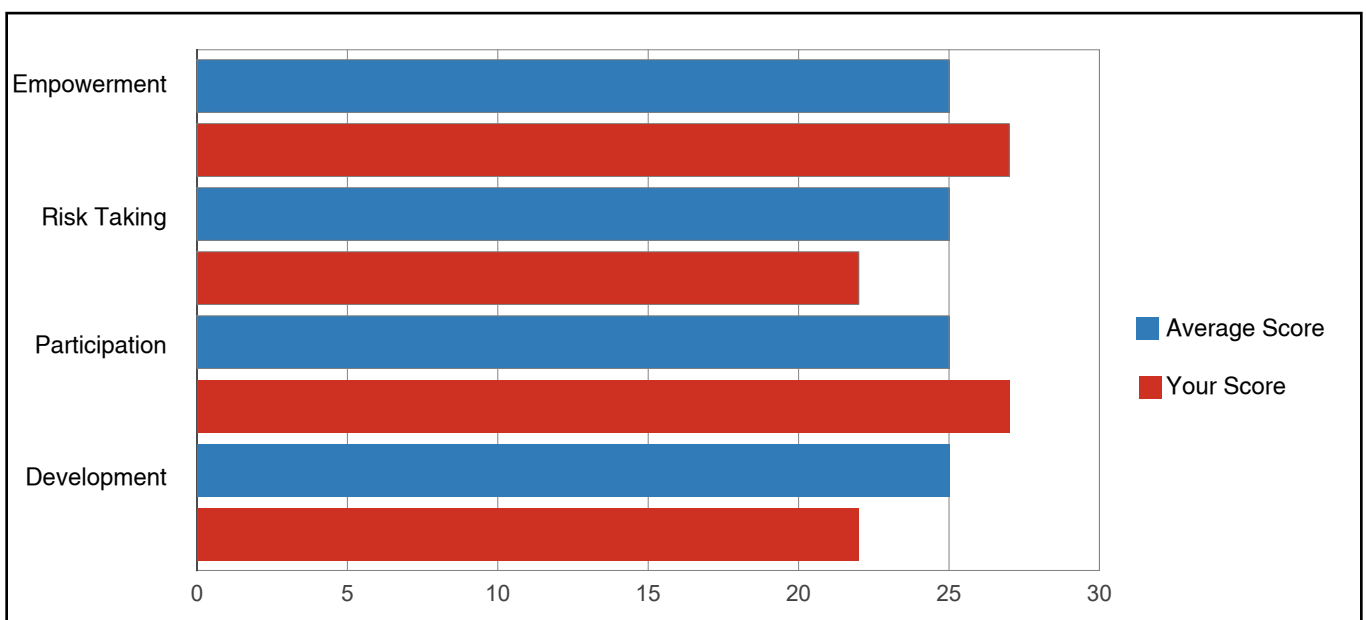


The next two charts depict your scores in each of eight Matrix Manager competency categories, four in each scale. These graphs are useful because they give you some idea of whether you are relying on a more traditional model of leadership to manage your organization or are making the transition to those behaviors and skills needed to run today's global, dispersed organizations.

Scale 1: Command and Control



Scale 2: Influence and Collaboration





Interpreting Your Scores

Command/Control and Influence/Collaboration: Contrasting Each Set of Competencies

As noted earlier, the competencies assessed in the *Matrix Manager Inventory* represent contrasting paradigms of leadership. When in balance to the business context, they contribute to successful organizational performance in a matrix environment. When out of balance - particularly when Command and Control (CC) is used in an organizational environment where Influence and Collaboration (IC) is required - successful performance can be in jeopardy.

Below are brief definitions of each competency paired with its complementary element. This is followed by material that will help you interpret your *Matrix Manager Inventory* scores.

- *Knowledge/Empowerment*. **Knowledge** of content is the need to manage others by knowing more than they do. Control acts as the driving force of this competency. **Empowerment** is the need to manage others by enabling them to gain their own knowledge and experience so they can act autonomously on the job.
- *Correctness/Risk Taking*. **Correctness** of information is the need to manage others without making errors. Fear of errors or mistakes acts as the driving force of this competency. **Risk Taking** is the need to manage by encouraging innovation, especially in ambiguous situations, requiring support or tolerance of uncertainty.
- *Image/Participation*. Maintaining a consistent **Image** is the need to constantly project a positive persona when working with others. The need to be able to save face is the driving force of this competency. **Participation** is the need to seek input and reach consensus when managing others, elevating inclusion of others over the perception of self.
- *Regulation/Development*. **Regulation** is the need to manage others in order to capture credit for work done. Rescuing others in need - whether perceived or real - acts as the driving force of this competency. **Development** is the need to manage by fostering continuous learning and growth in anticipation of *others'* future success.

The above definitions should prove helpful as you read the next section. First we'll consider your overall Command/Control and Influence/Collaboration scores, then your category-specific scores.

The interpretations below are intended to point out potential strengths and areas of improvement. In general, if your score falls in the average range, that is, it is roughly equal to the norms set in the statistical example, then you are exhibiting the correct balance of CC and IC behaviors in your current role.



Scale One - Command/Control

Your overall score on Command and Control is 74.

Your score falls in the above-average range for Scale One which indicates that you embrace behaviors that tend to be functional in traditional hierarchical organizations. Command, control, and respect for rank remain important. Co-workers may think, "This person is not flexible enough to be effective in a matrixed environment."

Scale Two - Influence/Collaboration

Your overall score on Influence and Collaboration is 98.

Your score falls in the average range for Scale Two which indicates you are beginning to demonstrate Influence and Collaboration behaviors, though you may not be consistent in practice at this time. You may have a wait and see approach to observing whether you get better, same, or worse performance outcomes from others and your organization.



Category-Specific Scores

Competency	Your Score
Knowledge	23
Your score falls in the above-average range on Knowledge which may indicate that you have a need to know more than others before you are able to act. You probably do not think it is wise to make decisions before you have all the relevant content. An extreme lack of information may make you feel out of control.	
Empowerment	27
Your score falls in the above-average range on Empowerment which indicates that you encourage others to seek their own experience and knowledge. You act to remove barriers to accomplishing work tasks and often run interference for your people. You may set explicit guidelines for individual and group autonomy.	
Correctness	19
Your score falls in the above-average range on Correctness which may indicate that you are uncomfortable with being wrong, regardless of the circumstances. You follow a narrow interpretation of what can and cannot be done, and may be bureaucratic, and you avoid the appearance of failure at all costs.	
Risk Taking	22
Your score falls in the below-average range on Risk Taking which may indicate ambivalence about new trends and procedures. You may entertain thoughts of innovation, but do not generally follow through. Creativity may be viewed as frivolous thinking, threatening the success of tactical outcomes.	
Image	13
Your score falls in the average range on Image which indicates you are beginning to depersonalize questions about quality, accuracy and timeliness of your work tasks and move toward including others in your communication and decisions.	
Participation	27
Your score falls in the above-average range on Participation which indicates that you foster consensus and the sharing of experience and information, regardless of whether it reflects success or failure. You treat everyone as equal partners with valued opinions, and actively solicit input, either informally or formally, through such methods as opinion surveys or face-to-face discussions.	



Regulation	19
<p>Your score falls in the above-average range on Regulation which may indicate that you have doubts about the abilities of your co-workers. You may keep your co-workers on a short leash, and you do not let them venture out from what you believe their roles to be. When you sense critical work situations, you are likely to attempt to rescue the employees before they make mistakes and hurt themselves.</p>	
Development	22
<p>Your score falls in the below-average range on Development which may indicate that you do not value learning for improvement, and may even view it as a threat. You may believe that everyone has an intrinsic level of success that they cannot go beyond. In your mind, there may be no link between learning and job improvement.</p>	



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ISBN: 978-1-58854-700-2

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