Leading Beyond Boundaries

Leadership in matrix and complex environments (MaCE)

As more companies expand into the global market and increasingly organisational structures become flatter, your leaders need to be confident and effective working with awareness and skill in seven critical capability areas that directly impact their effectiveness, and therefore your organisation’s performance.

- Ambiguity Management
- Conflict Handling
- Stakeholder Alignment
- Leadership Accountability
- Relationship Intelligence
- Interpreneurial Creativity
- Political Intelligence

Any organisation that has people working on goals, projects, initiatives, processes or support services that operate across functional, business unit or organisational boundary lines will already be using a formal or informal MaCE structure to deliver results - even if on paper your organisation chart, or the behaviours people use, appear to be hierarchical!

The beliefs, behaviours, knowledge and skills that business leaders need to work effectively in a MaCE structure are very different to those that most will have learnt from working in traditional hierarchies.

MaCE is a different, and highly effective, approach to leadership development.

An accredited qualification

Our MaCE leadership and management training can in some cases be mapped to an Institute of Leadership and Management (ILM) qualification. Your managers gain an accredited qualification from Europe’s largest awarding body for management and leadership qualifications. This acts as further evidence of the organisation’s commitment to an effective management and leadership culture, which can be used to support the bid writing and winning work process, as well as helping to maintain competitive advantage.
What is MaCE?

Hierarchies are gradually becoming matrix, or matrix-style, organisations. But what’s the difference?

The environment

**Hierarchy**
- Leadership is clear
- Roles and responsibilities are fixed
- Authority = responsibility
- Decisions are made by managers
- Authority is given
- People have one ‘boss’
- People are good at fire fighting
- Power = position

**Matrix**
- Leadership is not always clear
- Roles and responsibilities change
- Responsibility without authority
- Shared decisions are taken
- Authority is taken when needed
- People can have several ‘bosses’
- People encouraged to find arsonists
- Power = influencing without authority

The skill sets

**Hierarchy – TASK focus**
- Single function
- Command, control and tell
- Objectives cascade
- Rules and enforcement
- Technical specialism loyalties
- Silo mentalities
- Individualistic culture
- Local perspective
- Short-term goals
- Change aversion and avoidance
- Competitor or customer focus

**Matrix – RELATIONSHIP focus**
- Inter-connected network
- Engage, involve and coach
- Stakeholder alignment
- Internal co-operation
- Ownership and empowerment
- Enterprise-wide allegiances
- Boundary-less mindset
- Collectivistic culture
- Global perspective
- Long-term missions
- Ambiguity tolerance and acceptance
- Stakeholder circle focus
A suite of MaCE development solutions

The seven MaCE capability areas

- **Ambiguity Management**: Working effectively in environments that lack clarity, while providing direction and support for other stakeholders by reducing ambiguity
- **Interpreneurial Creativity**: Working across boundaries to provide innovative solutions
- **Leadership Accountability**: Making decisions and initiating action using flexible leadership and team working skills
- **Relationship Intelligence**: Influencing without authority and creating productive stakeholder relationships
- **Stakeholder Alignment**: Aligning stakeholders to achieve goals and objectives
- **Conflict Handling**: Proactively managing personal and stakeholder conflict
- **Political Intelligence**: Navigating the political landscape of the organisation for the positive benefit of self and stakeholders
The MaCE LDR™

The MaCE (Matrix and Complex Environment) Leadership Diagnostic Report (LDR™) enables people to become more effective in leading others when delivering boundary-crossing goals, projects, initiatives, processes or support services in dynamic operating structures.

It is a multi-purpose personal preference instrument that diagnoses someone’s self-reported beliefs, behaviours, knowledge and skills against the seven capability areas considered critical for effective leadership in a MaCE structure.

From information generated by the questionnaire, a snapshot of a business leader’s current MaCE capability levels is produced in the form of a bespoke personal development report. The report provides a targeted menu of learning activities that develop the manager to become more effective in their role.

The two-day MaCE foundations workshop

Following on from the MaCE LDR™, business leaders can attend a two day workshop which overviews each of the seven capability areas. The MaCE foundations workshop is an interactive, challenging and enlightening experience of benefit to all managers and leaders.

- Analysis of the Matrix and Complex Environments (MaCE) diagnostic report
- Clarity on the difference between operating structures
- Clarity on the role of a leader operating in a Matrix or Complex Environment
- Identification of the key 7 capability areas required to make MaCE structures work effectively
- Flexible leadership and team working skills
- Stakeholder investigation, alignment and influencing
- Influencing without authority
- Managing yourself and leading others through ambiguity
- Working across organisational and territorial lines to provide innovative business solutions
- Effective feedback and decision making processes
- Conflict resolution and management
- The different types of power that are effective in MaCE organisations
- Effective navigation of the political landscape using political intelligence
- Exploring and resolving 'real life' MaCE challenges
The seven MaCE capability workshops

For each capability area, there is an individual one-day MaCE training solution. The workshops can be used to augment an existing suite of leadership offerings; to create targeted learning events using the MaCE LDR results or for roll-out as a complete MaCE leadership programme.

<table>
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<th>Capability</th>
<th>Workshops</th>
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<td><strong>Understanding the reality of ambiguity in matrix-type structures</strong></td>
<td><strong>Ambiguity Management</strong>&lt;br&gt;Understanding the reality of ambiguity in matrix-type structures&lt;br&gt;Personal preferences towards handling complexity&lt;br&gt;Tools, tips and techniques for managing ambiguity</td>
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<td><strong>Understanding the difference between goal and stakeholder alignment</strong></td>
<td><strong>Stakeholder Alignment</strong>&lt;br&gt;Understanding the difference between goal and stakeholder alignment&lt;br&gt;Conducting stakeholder analysis and stakeholder management activities&lt;br&gt;Facilitating stakeholder engagement&lt;br&gt;Influencing stakeholders</td>
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This solution gives leaders clarity on the beliefs, behaviours, knowledge and skills that will enable them to lead people & teams effectively in a MaCE structure. The learning tools used are the Matrix Leadership Instrument (MLI)™; the P4 Leadership Model®; and a Business Simulation.

- Awareness of own leadership preferences
- Influencing others without relying on positional authority
- Using the Matrix P4 Leadership Model® in every day leadership
- Creating the right climate

This solution provides leaders with the ability to influence without authority by communicating with stakeholders in their behavioural language of rapport. The learning tools used are the Stakeholder influencing instrument (SII)™; and the LEAD Influencer™ framework.

- Using the Matrix A-B-C Mindset Dialogue Analysis© to understand others’ mindsets
- Interacting effectively with others
- Building cross-organisational and external relationships

This solution gives leaders clarity on how to navigate political landscapes and how to create positive political climates for their stakeholders. The learning tool used is either the Political Intelligence Profile (PIP)™; and/or the Executive Political Intelligence Coaching Profile (EPIC)™.

- Workplace politics as a positive enabler
- Understanding own political intelligence profile
- Identifying and influencing different types of ‘political animal’

This solution gives leaders an inclusive method for resolving interpersonal and mediating inter-stakeholder conflict at work. The learning tools used are the Conflict Handling Instrument (CHI)™; Conflict TRAP© framework; and the unique situational RITE© conflict handling process.

- Understanding own and others’ conflict handling preferences
- Recognising ‘justifiable’ and ‘unjustifiable’ conflict
- Handling conflict effectively
- Reducing conflict with stakeholders

This solution provides leaders with creativity tools that help them to innovatively address complex business problems across or beyond functional boundary lines. The learning tools used are advanced problem solving techniques; and the PEAC© innovation framework.

- Understanding creativity and innovation are inhibited by self-limiting beliefs, personal preferences and negative operating climates
- Enhancing performance through low/no cost creativity and innovation techniques
- Developing a mindset for interpreneurial creativity in others
- Addressing complex problems
MaCE team build

This program has been designed to follow on from the two-day MaCE foundations workshop and enables delegates from any working environment to come together for one day and learn how to build successful and rewarding relationships.

Through an understanding of their own team type, delegates will gain a good insight into why they work easily with some people and why they find others more challenging. Through self and group analysis, the team takes time away from ‘doing the doing’ in order to assess their current level of team fitness, strengths and further development areas. With this knowledge, they will learn how to develop effective relationships with all team types. They will also learn the impact that their communication has upon their contribution to the work place.

Using the 7 MaCE capability areas, each delegate will experience how to find common goals and build open and honest channels of communication with a variety of different personality types. The programme will focus upon managing relationships within the business as well as externally, e.g. networking. Practical activities will provide an excellent means for practising building rapport and trust, managing differences of opinion, diffusing conflict and communicating assertively.

The programme develops each delegate’s individual and group awareness, and ultimately their overall team interaction.

Delegates will finish the course able to draw upon the strengths of the team as well as proactively manage challenges and potential areas of conflict. The driving force behind the training will be to encourage the team to support, challenge and coach one another to higher team performance.

Cultural awareness and MaCE

MaCE is an ideal way of enhancing a team or departmental culture for more effective working relations. Our two-day cultural awareness programme follows on from the two-day MaCE foundations workshop and results in a team that is able to work cohesively. We develop their understanding of cultural differences and the impact these have on team dynamics, expectations, communication and performance, as well as helping them to collectively understand their leader’s way of working and general requirements. This enables them to agree on shared values and ways of working. It equips the team with MaCE skills in the seven capability areas, giving them tools and skills to build upon team strengths and effectively manage any differences going forward.

This programme can also incorporate the ‘MaCE team build’ where required, resulting in an overall programme that can last anything from four to five days, dependent on the delegates’ exact needs.
“Working with Keystone on our major cultural change programme in Gloucestershire was a very positive experience. We were integrating several organisations together demanding a holistic approach based upon the Business Excellence model.

Keystone responded excellently to the specification we had for our project providing a wealth of experience and knowledge to help us improve the process and deliver a bespoke programme. Their collaborative style meant they became part of our team increasing the impact on managers and the whole organisation. They were flexible and pragmatic as the project developed and very responsive in coming up with alternative ideas to meet the changes.

I was impressed by the effort made to understand our organisation and develop the best approach for us. Their trainers and coaches have an impressive range of skills and expertise from which I felt they carefully selected to deliver our specific requirements. Communication was open and honest and they practise what they preach in delivery.”

Annette Williams, HR Manager, Highways and Transportation, Atkins Global

MaCE forum theatre

The key to ensuring transfer of learning back to the workplace, and therefore real behavioural change, is to equip delegates with both the skills and the practice in using those skills before they leave the workshop. However, very few delegates like role-play. It often sends the most confident people into nervous wrecks!

In our experience, acting is a much more powerful development tool for bringing about behavioural change and increased confidence in adopting new ways of working. Our scenarios are carefully scripted to exactly match the culture, language and challenges that your delegates will immediately recognise.

In our forum theatre workshops the delegates become directors, coaching the actor in what to do and say, and only take the spotlight if they feel confident to do so. This means learning becomes non-threatening and delegates find they can learn just as if they were playing the actor’s role but without the pressure. Our scenarios allow delegates to recognise character traits and behaviours – either positive or less helpful – that they may share with the characters. Being outside the emotional stresses associated with the scenarios allows delegates to objectively call a pause with the actors, give advice and re-direct the action to a positive conclusion. The acting itself holds a mirror up to the delegate’s every day behaviour and invites him or her to reflect upon their own approach to situations – always in an enlightening and supportive way.
The use of actors is a valuable way to allow delegates to test out different interactions and experience for themselves what exactly works. Relevant models and techniques are then explored with the facilitator to highlight key learning moments.

Feedback from delegates who attend our acting-based learning programmes is always the same. They can’t believe how much more they learnt than they ever expected. Not only does it allow them to learn at a rapid rate, it also ensures a real behavioural change back in the workplace. Previous delegates have commented:

“Extremely satisfied as the actors made a difference to the day.”
“Actors were superb, gave good examples and advice.”
“Hit the point with realistic situations we have.”

We also use acting techniques such as Talking Heads, Stealth, Hot Seating, Mind Tapping and Real Play to rapidly engage delegates and build their confidence.

Our two day forum theatre follow-up to the MaCE foundations workshop is a popular choice, and deservedly so.

MaCE graduate programme

This high impact programme of eight modules is designed for your graduate recruits. The first module looks at the organisation and the role of the graduates within it. Delegates complete a news wall activity which highlights to them the importance of business strategy in meeting the demands of the future and links this to the organisation’s values and any key initiatives. They then form into working groups, rotating between stations set up for any priority focus areas identified as underpinning themes for the programme (for example, communications, performance and structure/processes) identifying improvements and action planning. We cover the Circle of Influence and link this back to the previous work and specific business examples. Finally, delegates carry out a ‘chain gang’ activity to introduce them to the concept of matrix and complex environments and follow this up by completing the MaCE LDR.

The subsequent seven modules cover the seven MaCE capability areas through experiential activities, theory, discussion and practical application, always linking the content back to relevant business issues on which the graduates should be focusing.
MaCE ILM Level 5 programme

The ILM are Europe's largest awarding organisation for leadership and management qualifications. They provide a flexible portfolio of qualifications supporting everyone from team leaders to strategic managers. Also a professional membership body with over 28,000 members, they are part of the City & Guilds Group, with over 2,000 ILM centres in the UK and internationally.

We are a busy, established ILM centre with several hundred ILM delegates at any one time. This means that our internal quality assurance processes have been assessed as meeting the rigorous standards required by the ILM – a welcome external verification of our service excellence, about which we are justifiably proud.

Our Learning Programmes Team is headed up by our experienced ILM Centre Manager, Rendee Yule. The team are all competent with the ILM and we have received regular outstanding feedback relating to our systems, quality control and processes.

We recommend incorporating MaCE into ILM Level 5 (middle manager and aspiring middle manager) programmes as a one-day module, incorporating the use of an actor for ‘realplay’ practice at using the seven MaCE capability areas.

Middle managers face a unique challenge because of their position within an organisation, needing to translate the strategic ‘what’ into an operational ‘how’. The seven capability areas are critical to them being able to successfully manage their roles. In today’s more ambiguous and complex environments, where traditional positional authority and resources cannot be relied upon, the MaCE capability areas are more important than ever before.

Bespoke MaCE

When you’d like a short introduction to get a feel for MaCE, but the two-day foundations workshop is more than you had in mind, we can offer a half-day bitesize introduction to MaCE that introduces the nature of modern day working environments, the difference between hierarchical and matrix environments and the differing skill sets needed, and the concept of MaCE and the seven capability areas. Delegates then complete a MaCE LDR and a group composite report is created live as part of the session. This can then be reviewed with you to identify development needs and to agree if and how you would like to take MaCE forward with follow-up bespoke individual workshops focusing on the key capability gaps.
Why MaCE?

Many organisations struggle to develop MaCE leadership capabilities in management populations because they fail to appreciate the transition from hierarchical to MaCE ways of working requires a very different approach to leadership development. A significant number of management books, developmental instruments and learning events that were written or presented on leadership and management in the 20th century were heavily biased towards creating command and control mindsets, silo mentalities, risk aversion and dependency behaviours. While this hierarchical legacy can still be found in many performance management, recognition and reward operating procedures and management cultures, the reality is that in the knowledge-intensive and information-rich 21st century workplace a very different kind of leadership is required. MaCE and its unique approach to leadership development can help you to bridge a capability gap in your organisation effectively and efficiently, using an integrated suite of joined-up development solutions for the leaders of today.

Delegate feedback on our leadership and management training

“Great facilitator, relaxed and fun approach, relevant and enjoyable exercises.”
Business & Enterprise Group

“Excellent delivery and structured to get you thinking, so learned a lot from it.”
Vinci plc

“The quality of the course was excellent.”
Bibby Distribution

“Well structured, easy to follow, highly applicable to my role.”
Serco DLR

“You can tell [those] on the course compared with those who are not, from the level of control, their interaction and their overall understanding.”
“There are far higher levels of ownership – people are taking the responsibility to get it right.”
Balfour Beatty Rail

“Great course, very relevant to the workplace.”
“A must for all leaders in BBUSL.”
Balfour Beatty Utility Solutions