






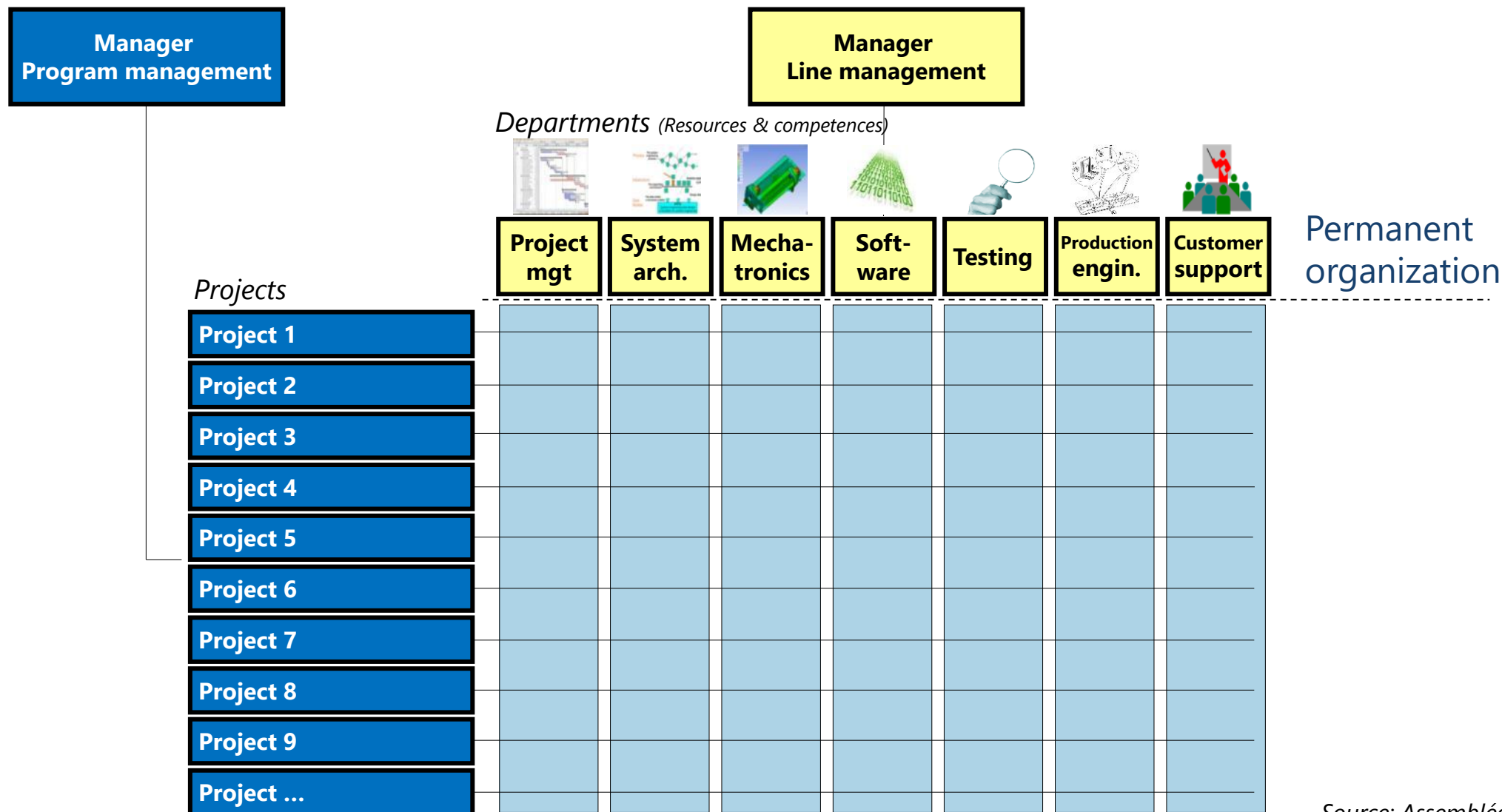


Matrix organization

| |  Project mgt |  System arch. |  Mecha- tronics |  Soft- ware |  Testing |  Production engin. |  Customer support |
|-------------|---|--|---|---|---|--|---|
| Project 1 | | | | | | | |
| Project 2 | | | | | | | |
| Project 3 | | | | | | | |
| Project 4 | | | | | | | |
| Project 5 | | | | | | | |
| Project 6 | | | | | | | |
| Project 7 | | | | | | | |
| Project 8 | | | | | | | |
| Project 9 | | | | | | | |
| Project ... | | | | | | | |

Matrix organization



Source: Assembléon, 2008

Matrix organization

If there are **multiple ongoing projects**, each project will have to have its own project organization in place. If a company's primary operating method is project execution, you will often find a **matrix project organization**. The projects still follow the project organization model, but the organization is set up in such a way that two goals are met: **being able to flexibly assign people to projects and providing anchoring of specialist knowledge in the departments (line organization)**.

The projects "hire" project members from the departments, who in turn provide the appropriate staff, education and substantive support. **Project members therefore report to two supervisors: the functional supervisor from the permanent organization (the department head) and the operational supervisor from the temporary project organization (the project manager)**.

The project manager is responsible for the project's progress and decides **what** the team members must deliver and **when**, while **the functional supervisor** determines **how** they should do this.

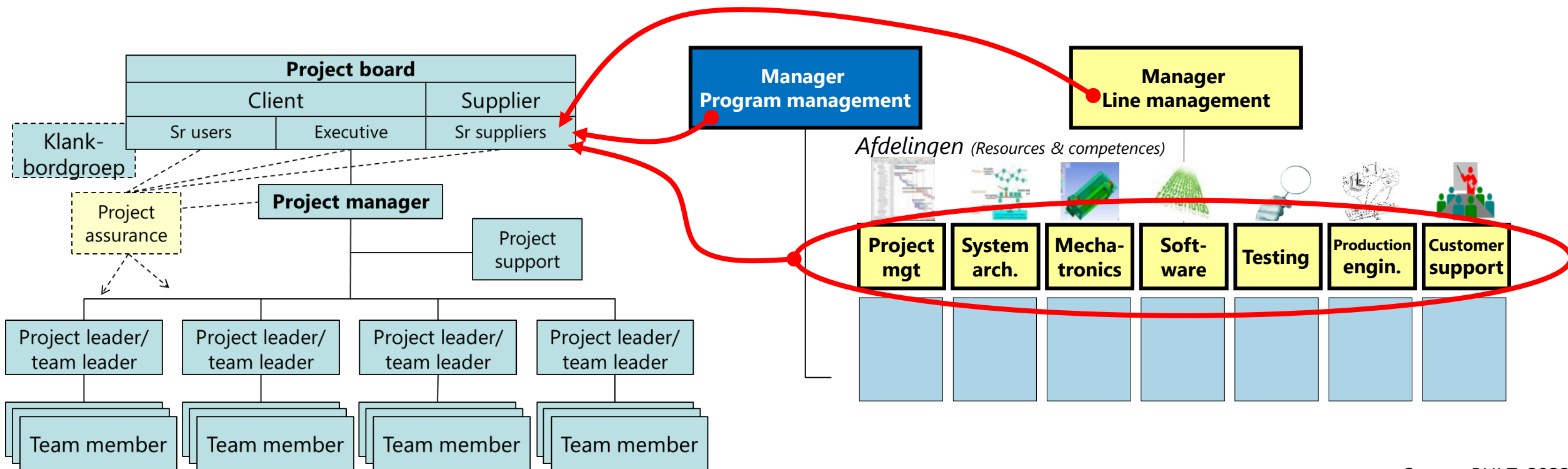
This combination of project progress and quality assurance can create **friction** when team members receive conflicting tasks from both sides.

It is, therefore, essential that the project and line organizations coordinate properly.

Source: The complete project manager, 2016

Matrix organization: project board

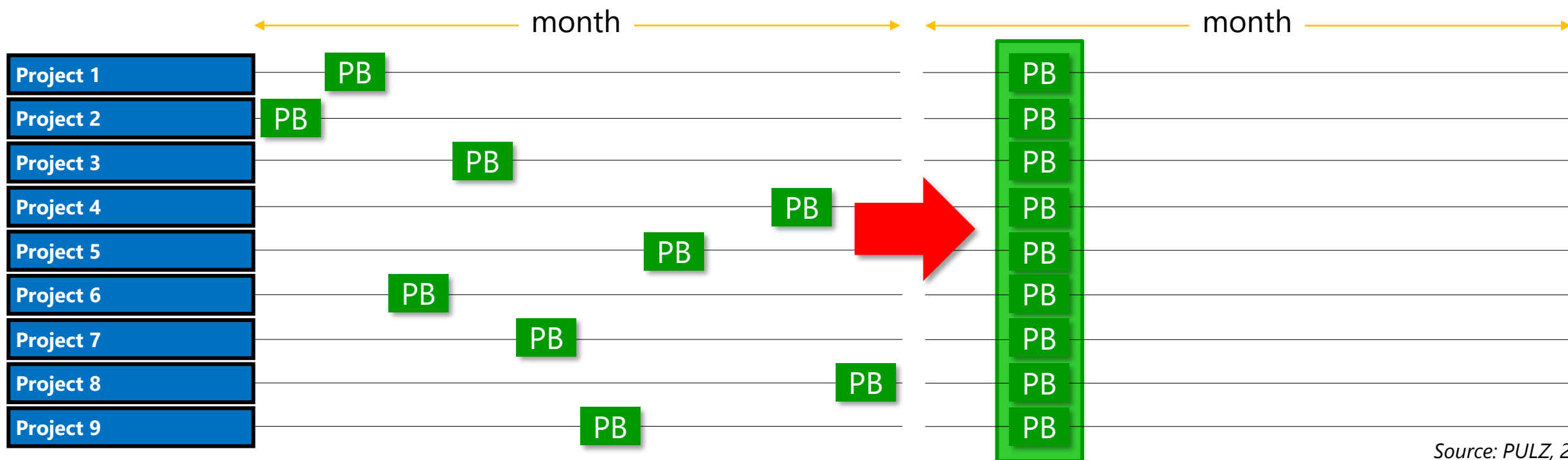
In a **matrix project organization**, the project model still applies. But what about the project board? The department heads (and/or their supervisor) then fulfill the role of **senior suppliers**. The **senior user** comes from the sales or business group. Often the (similar/shared) supervisor of the head of program management and the head of line management is the **executive** of the project board. This is convenient because this person can make integral decisions for the entire matrix (or organization).



Source: PULZ, 2022

Matrix organization: project review

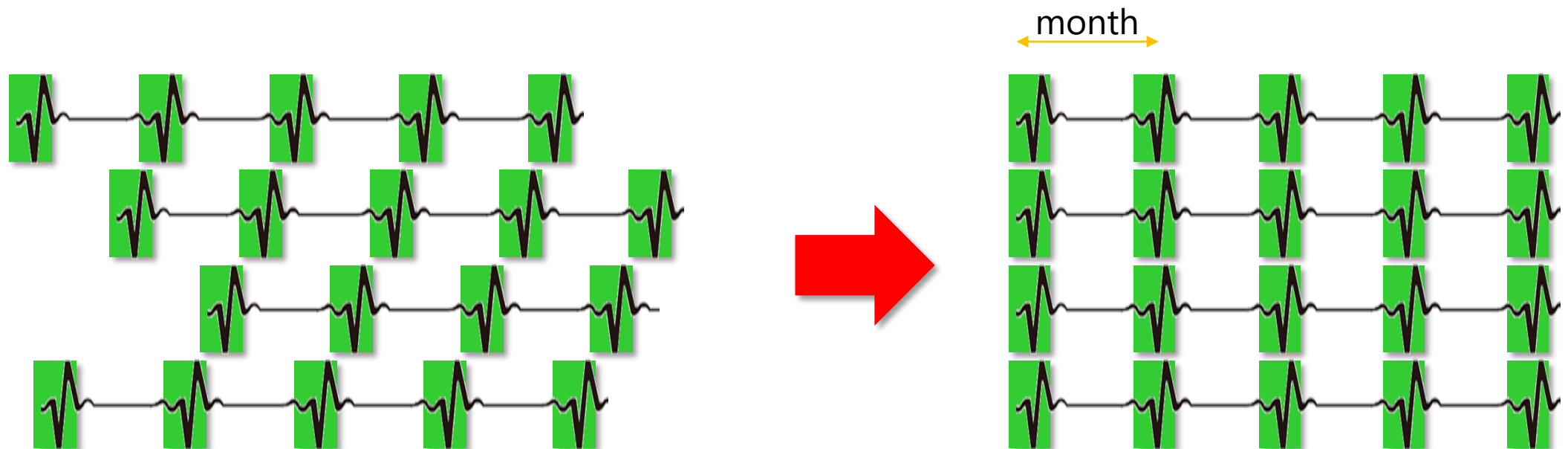
If the number of projects increases, it is wise anyway to move to a **monthly project review structure**. *In doing so, you replace the various project board meetings per project with one monthly project review (often a full day), in which all projects are reviewed (for one fixed steering committee).* By combining projects into themes, you can still vary a bit in project board participants (e.g. invite the sales director only for the customer projects and not for the internal projects). The project review has the additional benefit of **providing one integral monthly view of risks, resource conflicts, etc.**



Source: PULZ, 2022

Matrix organization: project review (one synchronized heartbeat)

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Source: PULZ, 2022

Example schedule monthly project review

| Time | Project |
|---------------|--------------------------------------|
| 9:00 – 9:15 | Action items previous project review |
| 9:20 – 9:40 | Customer Project 1 |
| 9:45 – 10:05 | Customer Project 2 |
| 10:10 – 10:30 | Customer Project 3 |
| 10:30 – 10:45 | Break |
| 10:45 – 11:05 | Customer Project 4 |
| 11:10 – 11:30 | Customer Project 5 |
| 11:35 – 11:55 | Customer Project 6 |
| 12:00 – 12:20 | Customer Project 7 |
| 12:20 – 13:00 | Lunch |

Morning: Projects for external customers

| Time | Project |
|---------------|-------------------------|
| 13:00 – 13:20 | R&D Project 1 |
| 13:25 – 13:45 | R&D Project 2 |
| 13:50 – 14:10 | R&D Project 3 |
| 14:15 – 14:35 | R&D Project 4 |
| 14:35 – 14:50 | Break |
| 14:50 – 15:10 | Improvement Project 1 |
| 15:15 – 15:35 | Improvement Project 2 |
| 15:40 – 16:00 | Improvement Project 3 |
| 16:05 – 16:25 | Improvement Project 4 |
| 16:30 – 17:00 | Wrap up and conclusions |

Afternoon: R&D/Development projects, improvement projects and internal projects (e.g., IT)



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