LEADERSHIP BY DESIGN

Widener University

School of Nursing

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PROGRAM OBJECTIVES:

▶ Describe the transition from a traditional hierarchical structure in an academic setting in a school of nursing to a matrix leadership organizational structure.

▶ Discuss the decision-making process and impact of implementing a matrix leadership structure in a school of nursing.

From: Deborah R. Garrison, Associate Vice President for Academic Affairs and Dean of the Graduate School

Midwestern State University

MIDWESTERN STATE UNIVERSITY | ACADEMIC AFFAIRS

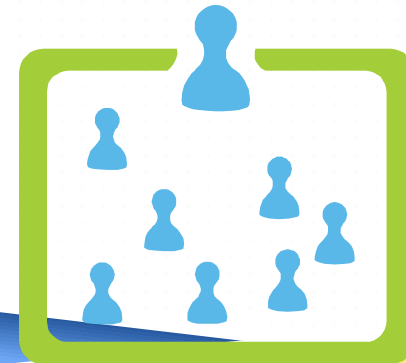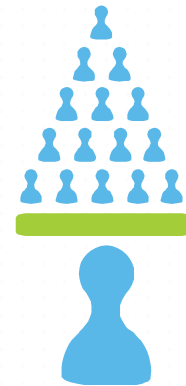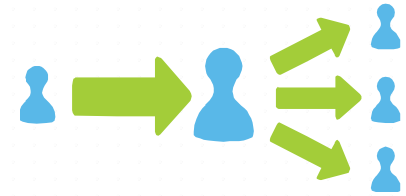# THE MATRIX: A LEADERSHIP STRUCTURE FOR A COMPLEX ORGANIZATION

ROLE OF A LEADER

▶ The primary job of a leader is to manage relationships and interactions, mostly at the intersection of the system.

> ▶ *Tim Porter-O'Grady & Kathy Malloch in Quantum Leadership: Advancing Innovation and Transforming Health Care (2011)*
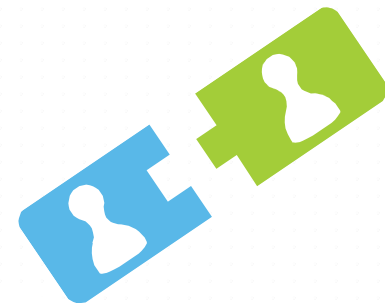
# IMPACT OF ORGANIZATION STRUCTURE

✓ Provides insight into philosophical beliefs of the organization

✓ Creates accountability and responsibility for accomplishment of mission, vision, and goals

✓ Establishes the flow of information

✓ Creates subgroups within the structure

- Guiding Principles
  - Hierarchical approach to leadership
  - Command and control
- Leadership theory(ies)
  - Autocratic/authoritarian
  - Participative styles
  - Transactional
- Benefits
  - Decreases the reporting load to the senior administrator's position
  - Delineates clearly the reporting structure and lines of authority
- Limitations
  - Can inhibit collaboration
  - Limits information flow in defined upward and downward channels

Leadership Structure: Legacy

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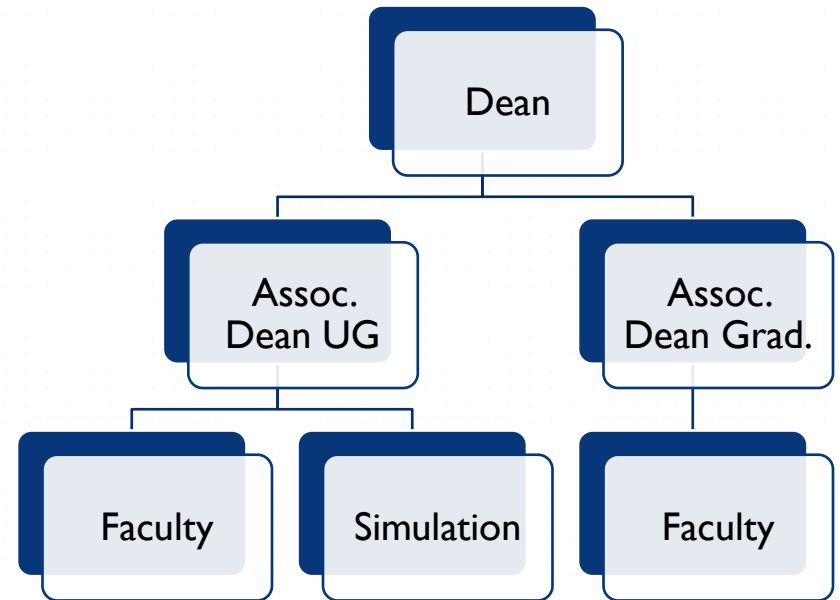
Matrix Organizational Structure

- Guiding Principles:
  - Creates communication through boundary spanners
  - Participation
  - Values diverse roles

- Leadership Theory(ies):
  - Participative
  - Democratic
  - Transformative

- Benefits:
  - Cuts across silos
  - Facilitates collaboration
  - Encourages innovation
  - Creates a nimble response to a complex, challenging environment
  - Enhances communication
  - Highlights expertise among faculty/staff

- Limitations:
  - Surfaces issues and conflict
  - Holds potential to create role ambiguity

Vertical Roles / Horizontal Roles	Director Prelicensure BSN	Director Master's
Director of Assessment/ Accreditation	X	X
Director of Technology Integration	X	X
Boundary Spanners		

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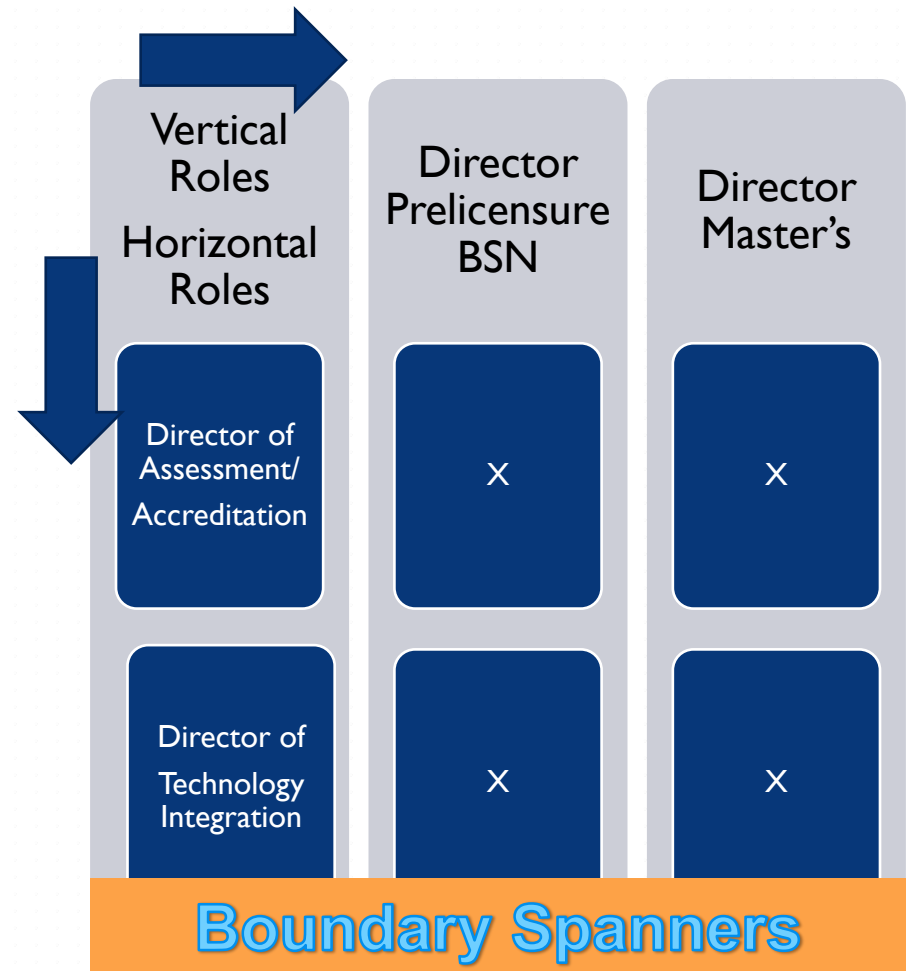
COMPLEX TIME IN THE SCHOOL OF NURSING AT WIDENER UNIVERSITY

COMMISSION ON COLLEGIATE NURSING EDUCATION

▶ Changes in 2011 required adaptation

▶ New building ~ changes in mid-level leadership in the School of Nursing ~ accreditation site visit ~ new faculty ~ enhancements in technology

▶ CCNE caption from http://www.aacn.nche.edu/ccne-accreditation

THIS COMPLEX, ADAPTIVE ENVIRONMENT OFFERED A RICH OPPORTUNITY FOR INNOVATION IN LEADERSHIP STRUCTURE.
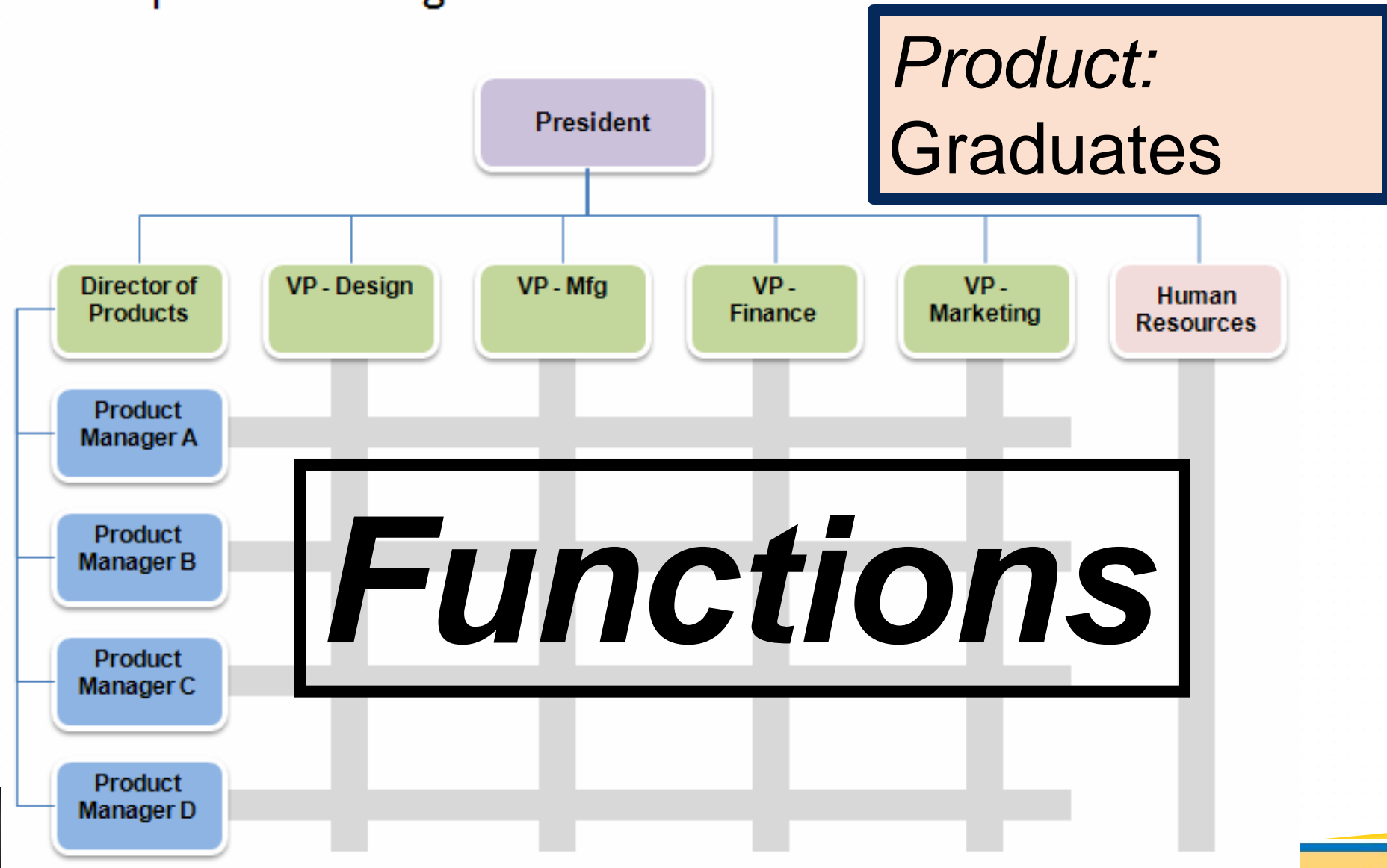
THE MATRIX: DECISION-MAKING PROCESS

DECISION-MAKING PROCESS

- Built around two or more dimensions

- Functions, products, or regions in which people have two bosses.

- Dual reporting & balance of power are the defining characteristics

- Dual reporting implies equal power balance between the two sides

- Detect issues early and prevent unnecessary conflicts

- Few layers

Sample Matrix Organizational Structure

Product: Graduates

Functions

President

Director of Products | VP - Design | VP - Mfg | VP - Finance | VP - Marketing | Human Resources

Product Manager A

Product Manager B

Product Manager C

Product Manager D

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Widener University School of Nursing Leadership Structure for Academic							
Dean							
System Directors/ Assistant Deans	Academic Program Directors	BSN Pre-licensure	RN-to-BSN /MSN	MSN* Adult -Gero CNS	MSN-FNP/ DNP*	PhD*	School of Nursing Shared Governance Standing Committees:
Dir. Community Relations/CE		X	X	X	X	X	• Leadership Committee (elected chairs of all standing committees)
Dir. Center for Simulation/CT		X	X	X	X		• Undergraduate Program Committee
Dir. Technology Integration		X	X	X	X	X	• Graduate Program Committee Academic Council
Dir. Assessment and Accreditation		X	X	X	X	X	• Evaluation
Asst. Dean Undergraduate Student Services		X	X				• Reappointment, Promotion, Tenure
Dir. Pre-licensure Clinical Affairs		X					• Faculty Affairs • Recruitment & Student Affairs
DNP Grant Clinical Coordinator,				X	X		• Scholarship
Harrisburg Asst. Dean			X	X	X		• Faculty Search • Strategic Planning
FACULTY GOVERNANCE, LEADERSHIP, AND SCHOLARSHIP DEVELOPMENT							
Dir. Scholarship Development/Support & Community Engagement		X	X	X	X	X	
Statistical Consultant to the SON		X	X	X	X	X	
Faculty Vice - Chair		X	X	X	X	X	

SON Matrix Leadership Structure

- Specialties
- System Directors
- Dean
- Academic Program Directors
- Faculty
- Academic Programs

SON Programs, Office of the Dean, Faculty, Support Staff, Students

Reports to Provost

- ■ Dean
- ■ Faculty
- ■ Academic Program Directors
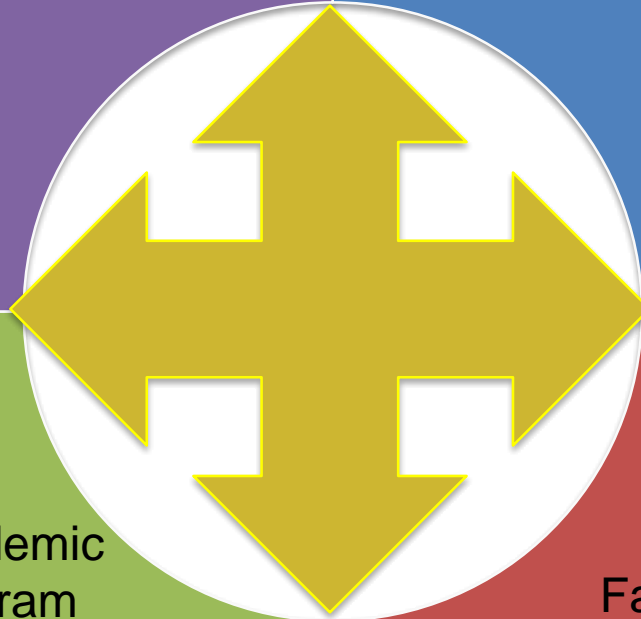- ■ Support Directors

SON - Shared Governance Committees

THE SCHOOL OF NURSING: MATRIX:

▶ Designed as organizational structure for the SON. ***FUNCTION***

▶ Charged to assure successful accomplishment of the mission, vision, and expected student and faculty outcomes for the School of Nursing.

▶ Intent is to create an open, collaborative atmosphere in which faculty and students will thrive. ***PRODUCT***

▶ Decentralized, matrix style organizational structure

COMMUNICATION IN THE MATRIX

► Successful implementation of the matrix – dependent on effective communication across the structure.

► Informal & formal communication – personal networks and trusting relationships and dialogue

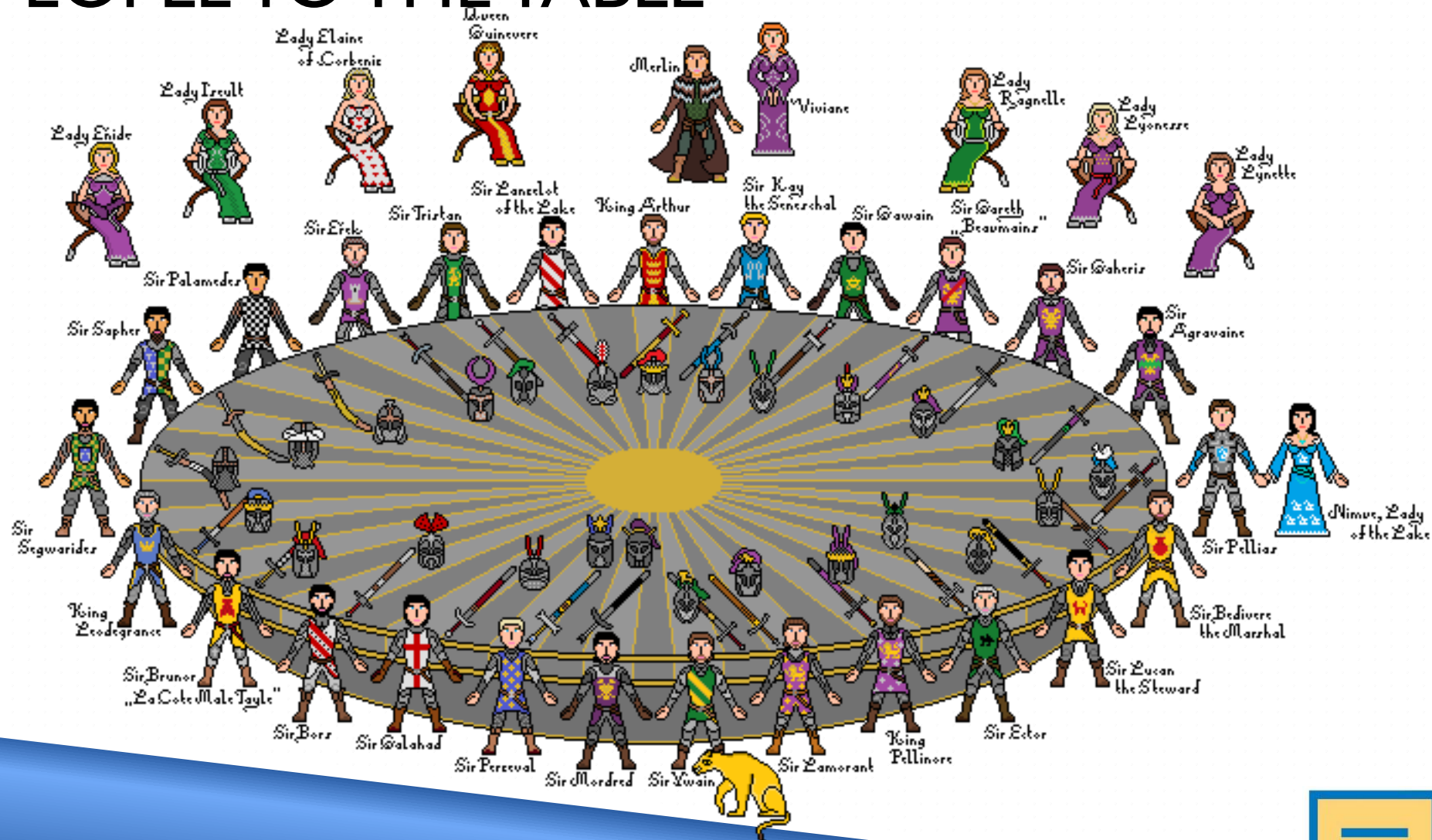# A leaders role is to knock down silos

PLANNING AND PROCESS

▶ Align the goals

▶ Resolve conflict
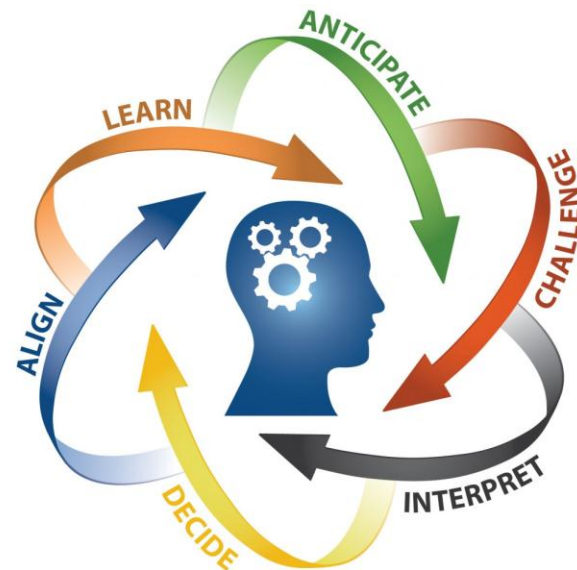
▶ Prioritize the demands across the dimensions

GET THE RIGHT COLLECTION OF PEOPLE TO THE TABLE

SUCCESSFUL MATRIX

▶ Continuous review of organizational effectiveness

▶ Readjust internal balance of power
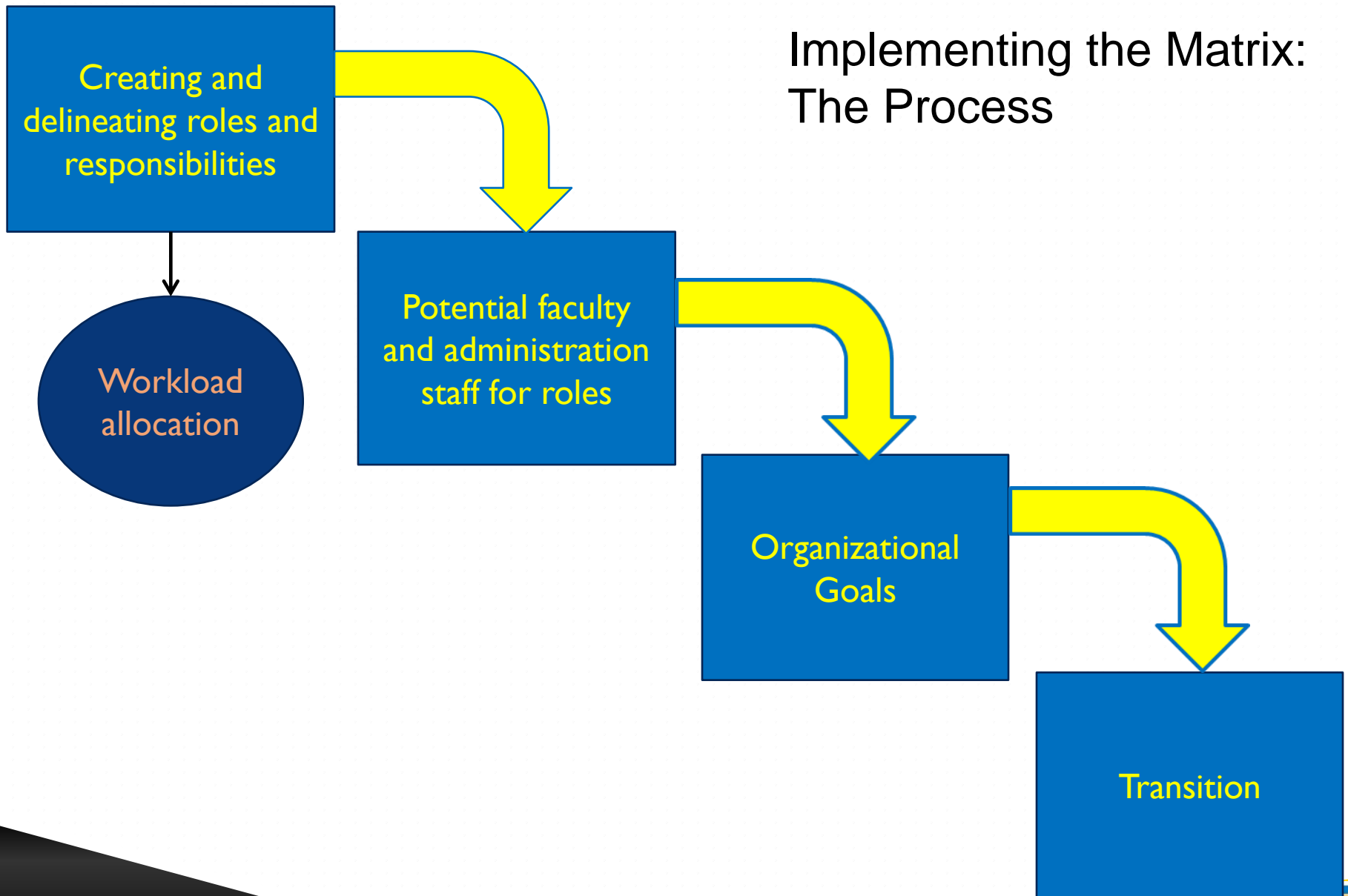
▶ Enhance the ability of the group to achieve their goals

THE MATRIX: IMPLEMENTATION AND IMPACT

Enter the Matrix

Implementing the Matrix: The Process

Creating and delineating roles and responsibilities

Workload allocation

Potential faculty and administration staff for roles

Organizational Goals

Transition

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IMPACT OF THE MATRIX: PROS

▶ Transparency, collaboration

▶ Communication, exchange of information

▶ Conflict resolution, consensus building

▶ Shared governance, SON/program goals

▶ Other

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IMPACT OF THE MATRIX: CONS

▶ Lack of clarity

▶ Conflict resolution resource constraints

▶ Decision-making delays

▶ Individual goal achievement suffers, those in mixed roles stretched thin

▶ Other

Questions ????

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