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.
THE MATRIX: A LEADERSHIP STRUCTURE FOR A COMPLEX ORGANIZATION

From: Deborah R. Garrison, Associate Vice President for Academic Affairs and Dean of the Graduate School
Midwestern State University
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
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
COMPLEX TIME IN THE SCHOOL OF NURSING AT WIDENER UNIVERSITY

- 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

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# Widener University School of Nursing Leadership Structure for Academic

## Dean

<table>
<thead>
<tr>
<th>System Directors/Assistant Deans</th>
<th>Academic Program Directors</th>
<th>BSN Pre-licensure</th>
<th>RN-to-BSN/MSN</th>
<th>MSN* Adult-Gero CNS</th>
<th>MSN-FNP/DNP*</th>
<th>PhD*</th>
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<tbody>
<tr>
<td>Dir. Community Relations/CE</td>
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<td>Dir. Center for Simulation/CT</td>
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<td>Asst. Dean Undergraduate Student Services</td>
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<tr>
<td>Dir. Pre-licensure Clinical Affairs</td>
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<tr>
<td>DNP Grant Clinical Coordinator, Harrisburg Asst. Dean</td>
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### School of Nursing Shared Governance Standing Committees:
- Leadership Committee (elected chairs of all standing committees)
- Undergraduate Program Committee
- Graduate Program Committee Academic Council
- Evaluation
- Reappointment, Promotion, Tenure
- Faculty Affairs
- Recruitment & Student Affairs
- Scholarship
- Faculty Search
- Strategic Planning

### FACULTY GOVERNANCE, LEADERSHIP, AND SCHOLARSHIP DEVELOPMENT

<table>
<thead>
<tr>
<th>Director</th>
<th>BSN Pre-licensure</th>
<th>RN-to-BSN/MSN</th>
<th>MSN* Adult-Gero CNS</th>
<th>MSN-FNP/DNP*</th>
<th>PhD*</th>
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<tr>
<td>Dir. Scholarship Development/Support &amp; Community Engagement</td>
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<tr>
<td>Statistical Consultant to the SON</td>
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<tr>
<td>Faculty Vice-Chair</td>
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<td>X</td>
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</table>
SON Matrix Leadership Structure

- **Dean**
  - Reports to Provost
  - SON Programs, Office of the Dean, Faculty, Support Staff, Students

- **System Directors**
- **Academic Program Directors**
- **Support Directors**

**Specialties**
- Academic Programs
- Son Programs, Office of the Dean, Faculty, Support Staff, Students
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 leader's 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
Creating and delineating roles and responsibilities

Potential faculty and administration staff for roles

Organizational Goals

Transition

Implementing the Matrix: The Process
PROS | CONS
IMPACT OF THE MATRIX: PROS

- Transparency, collaboration
- Communication, exchange of information
- Conflict resolution, consensus building
- Shared governance, SON/program goals
- Other
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 ????