

# WORKING WITHIN COMPLEX ORGANISATIONS

## - Project and Matrix Teams, Corporate Services and Internal 'Consultancy'

NEW



**VENUE**  
Monash Conference Centre  
Level 7, 30 Collins Street  
Melbourne



**FACILITATOR**  
**GREG COOK**

DIRECTOR, CENTRE FOR LEADERSHIP AND MANAGEMENT

Greg is a psychologist with more than twenty years experience in public sector management and consulting. He works with management and staff teams across the public sector – helping to build capacity to better manage the challenges of the modern workplace.

**FACILITATOR**  
**SANDRA CHRISTIE**

SENIOR ASSOCIATE, CENTRE FOR LEADERSHIP AND MANAGEMENT

Sandra Christie has extensive experience in organisational consulting, facilitation and engagement, social research, local area planning, service planning, and policy development and review. Sandra's experience in the community sector includes managing community based services and programs, leading community development projects and facilitating local area planning processes and actions. Sandra has considerable experience working with and for people from a range of life stages, economic, cultural and educational backgrounds and abilities.

## ROLES, SKILLS AND TOOLS FOR WORKING EFFECTIVELY ACROSS ORGANISATIONS AND TEAMS

23 APRIL 2012

PUBLIC SECTOR ORGANISATIONS ARE INCREASINGLY COMPLEX. STAFF AND MANAGERS ARE OFTEN ASKED TO WORK IN MORE THAN ONE TEAM – IN SERVICE DELIVERY AND ON PROJECTS; IN SUPPORT OF OTHER TEAMS ACROSS THE ORGANISATION; OR WITH OTHER TEAMS OR AT OTHER SITES WITHIN A REGION OR MUNICIPALITY.

They may be called 'corporate support', cross-functional or 'matrix' teams, 'internal consultancy' or have no specific description. When they work well, these arrangements can be highly productive enabling the organisation to be innovative and respond rapidly to change. They can be very good arrangements for planning and delivering projects. They are very common and quite complex but can also be confusing and frustrating.

In many organisations, these complex working arrangements are part of the permanent organisational or team structure but in some organisation's, the planning, decision making and communication systems are still modelled on more traditional hierarchical arrangements. Most organisational cultures also encourage traditional line management and functional accountability. In these organisations, complex structures and working arrangements can lead to unintended conflicts of interest, level skipping, lots of meetings, and a stream of 'cc' – carbon-copied emails.

Complex organisations require more sophisticated planning, role definition, work and communication arrangements or 'business rules' and staff with highly developed skills.

This workshop will describe and analyse these organisational and team arrangements – identifying the key roles, skills, strategies and tools for effective work.

### AIM OF THE WORKSHOP

This workshop will:

1. Describe roles and functions in modern, complex organisations and teams – analysing the benefits, challenges and dilemmas of these working arrangements
2. Identify participant roles in their organisations and the influencing skills and techniques needed
3. Develop strategies and tools for:
  - Shared planning and review
  - Clarifying roles, responsibilities and work arrangements
  - Effective communication
  - Teamwork and culture

### DATE & TIME

Monday 23 April 2012  
9.00am - 4.00pm

### COST

\$539.00 (including GST of \$49.00) inclusive of materials and lunch

**CLOSING DATE FOR REGISTRATIONS**  
Monday 9 April 2012

**ARRIVAL**  
8.45 am  
Arrival - tea & coffee  
9.00 am  
Welcome & Introduction

### WHO SHOULD ATTEND

Senior and middle managers, team leaders and team members who work within complex organisations.



### SESSION 1

#### COMPLEX MODERN ORGANISATIONS

- Roles and functions in complex organisations
  - Organisational structures and team arrangements
  - Cross-functional, project and 'matrix' team approaches
  - Internal support and consultancy roles
- Managing and working in multiple teams or roles
- Benefits, challenges and dilemmas

### SESSION 2

#### ROLES AND SKILLS FOR INFLUENCING OTHERS

- Organisational and personal role analysis
  - What roles do you have in your organisation?
- Influencing skills and techniques
- Authority, autonomy and accountability
- Managing confusion, 'politics' and other frustrations

**LUNCH**  
12.30 pm  
Lunch Break

### SESSION 3

#### STRATEGIES AND TOOLS FOR EFFECTIVE WORK

- Seven success factors
- Key Strategies
  - Shared planning and review
  - Clear roles and work arrangements
  - Effective interpersonal communication
  - Teamwork and cultural evolution

### SESSION 4

#### CASE STUDIES AND PARTICIPANT APPLICATION

- Case studies and examples
- Participant team and organisational strategies
- Review

**CONCLUSION**  
4.00 pm  
Conclusion of Workshop