

**DAYS OF
PLAY
2026**

MARCH 24-26

WORK



Collaboration Across Culture and Distance

WORK

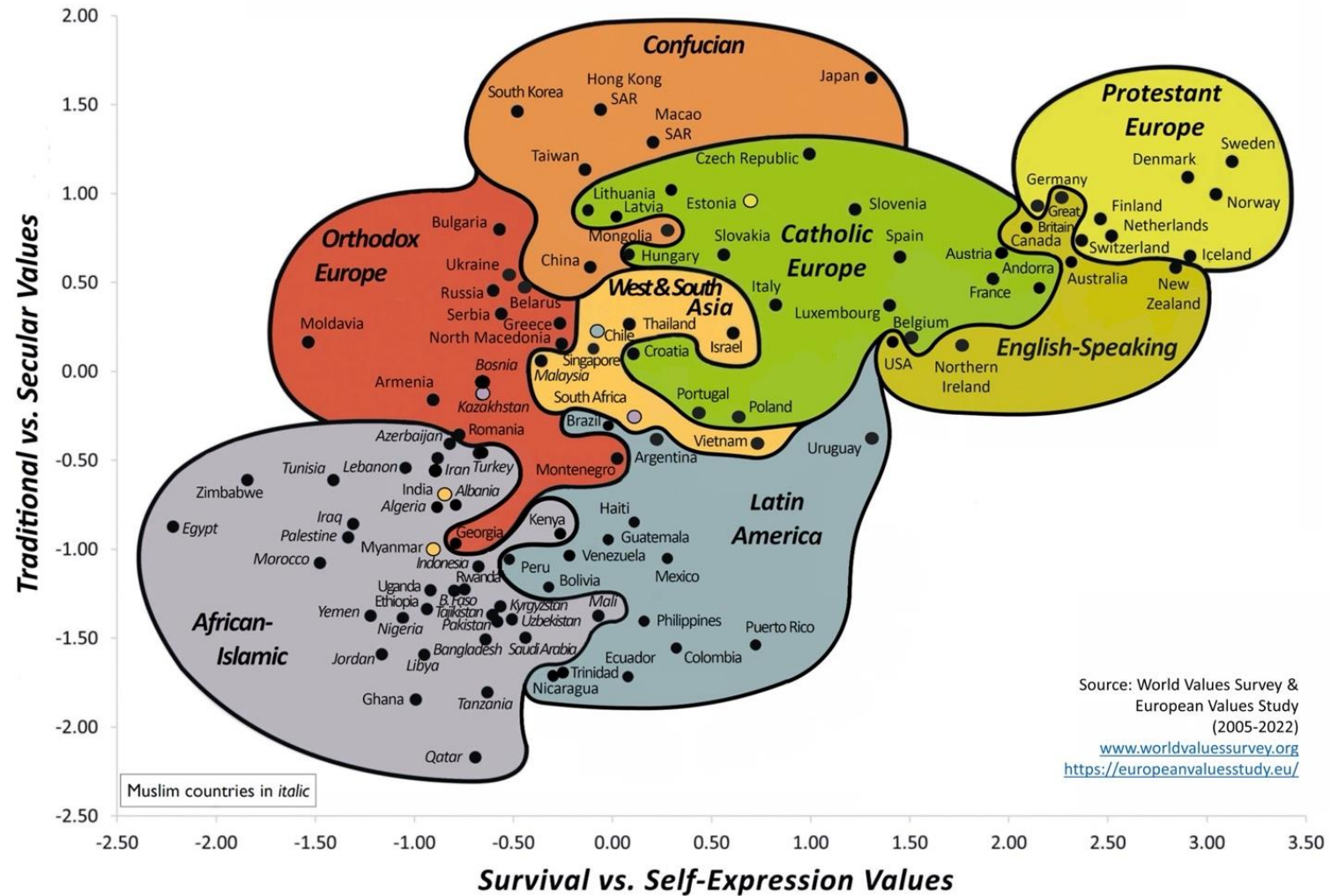
Culture and distance? A salty bread



“You are to know the bitter taste of others’ bread, how salt it is, and know how hard a path it is for one who goes descending and ascending others’ stairs.”

(Dante Alighieri, Paradise, XVII, 58-60)

The World Cultural Map



Different layers of complexity

- **Culture** (national cultural, education, industry, ...)
- **Personal traits** (psychology, inheritance, experiences, ...)
- **Geography** (working from different locations and time zones)
- **Hybrid and remote work** (including corporate policies around it)
- **Matrix-related complexity** (uncertainty around goals, roles, accountability...)
- **Diversity, equity & inclusion** (gender, ethnicity, physical diversity, neurodiversity, religious and sexual orientation, socioeconomic status...)
- ...

The matrix organisation

MAIN ADVANTAGES

- Breaking the silos
- Delivering 'horizontal work' more effectively
- Being able to respond more flexibly
- Developing broader capabilities

MAIN DISADVANTAGES

- Lack of accountability
- Unclear goals and roles
- Delays in decision making (too many people involved)
- Increase in bureaucracy (meetings, committees, etc.)
- Increase in uncertainty and conflict

Trading clarity for flexibility

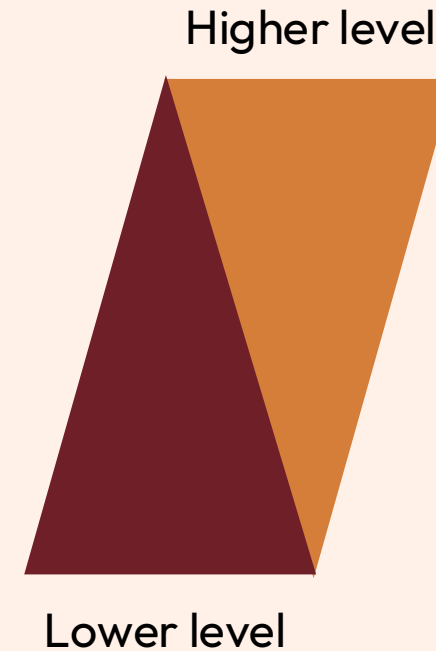
“When senior managers look at their middle managers, they often think: Why don’t they get it? [...] A recent study found that 85% of middle managers thought that their roles were unclear, while only 22% of senior managers held this view.”

(Kevan Hall, Making the Matrix Work)

Senior VS middle managers perspectives

Good decisions
require knowledge
of the context
and knowledge of
the situation.

Knowledge of the Context

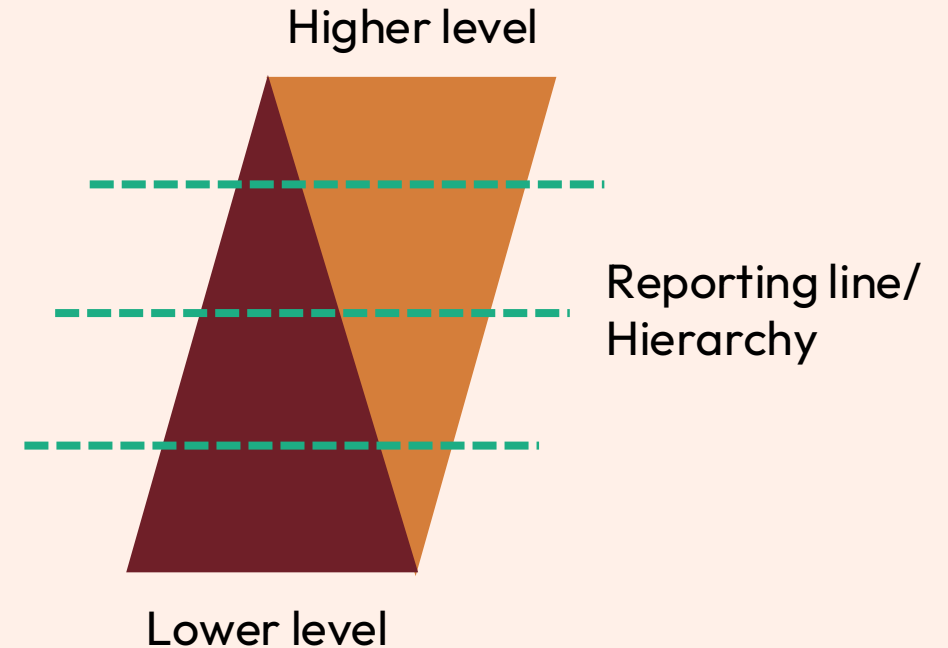


Knowledge of the Situation

Senior VS middle managers perspectives

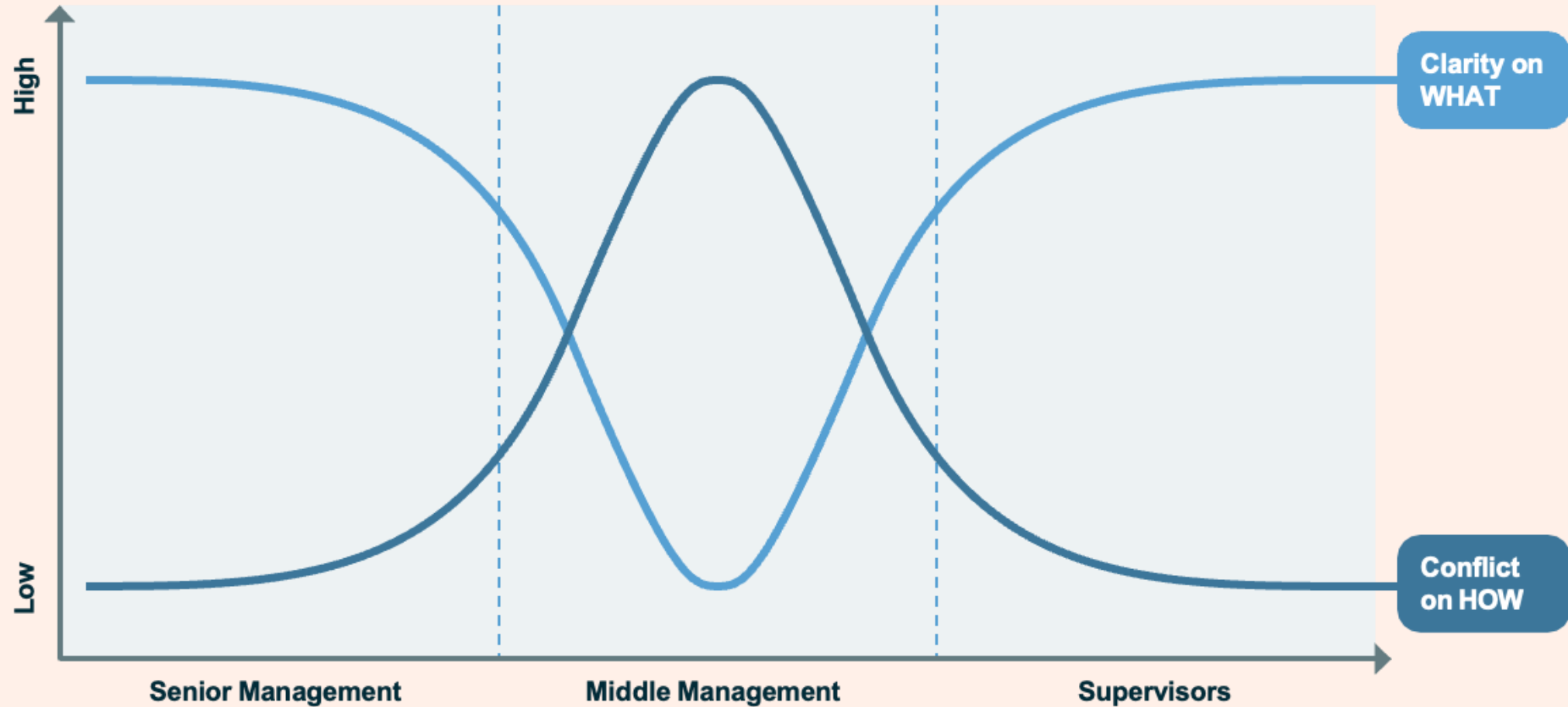
Simplify complexity
by distributing
decision rights and
sharing knowledge
of the context.

Knowledge of the Context



Knowledge of the Situation

The matrix, seen from the middle



Our role in the matrix organisation

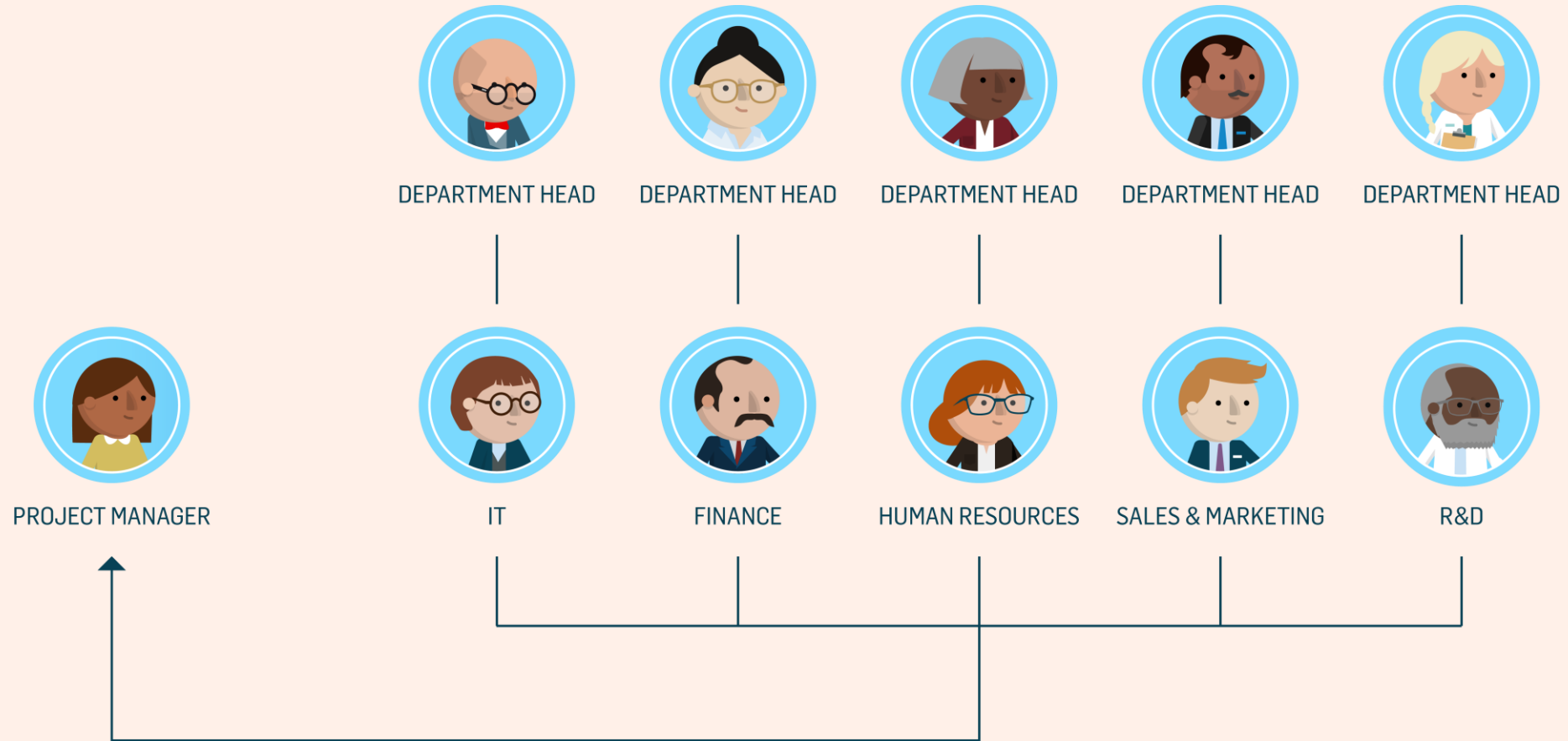
VERTICAL GOALS

- Strategy
- Functional goals
- Divisional goals
- I control most of the resources

HORIZONTAL GOALS

- Matrix team goals
- Process driven
- Workflow driven
- Shared horizontally
- Cross-functional process or activity
- Others control most of the resources

The Matrix Organisation



Vertical VS Horizontal Goals

LOCAL HR GOAL

It is essential to recruit three senior people as quickly as possible to support this year's business plan.

GROUP HR GOAL

Reduce the cost of recruitment.

DILEMMA

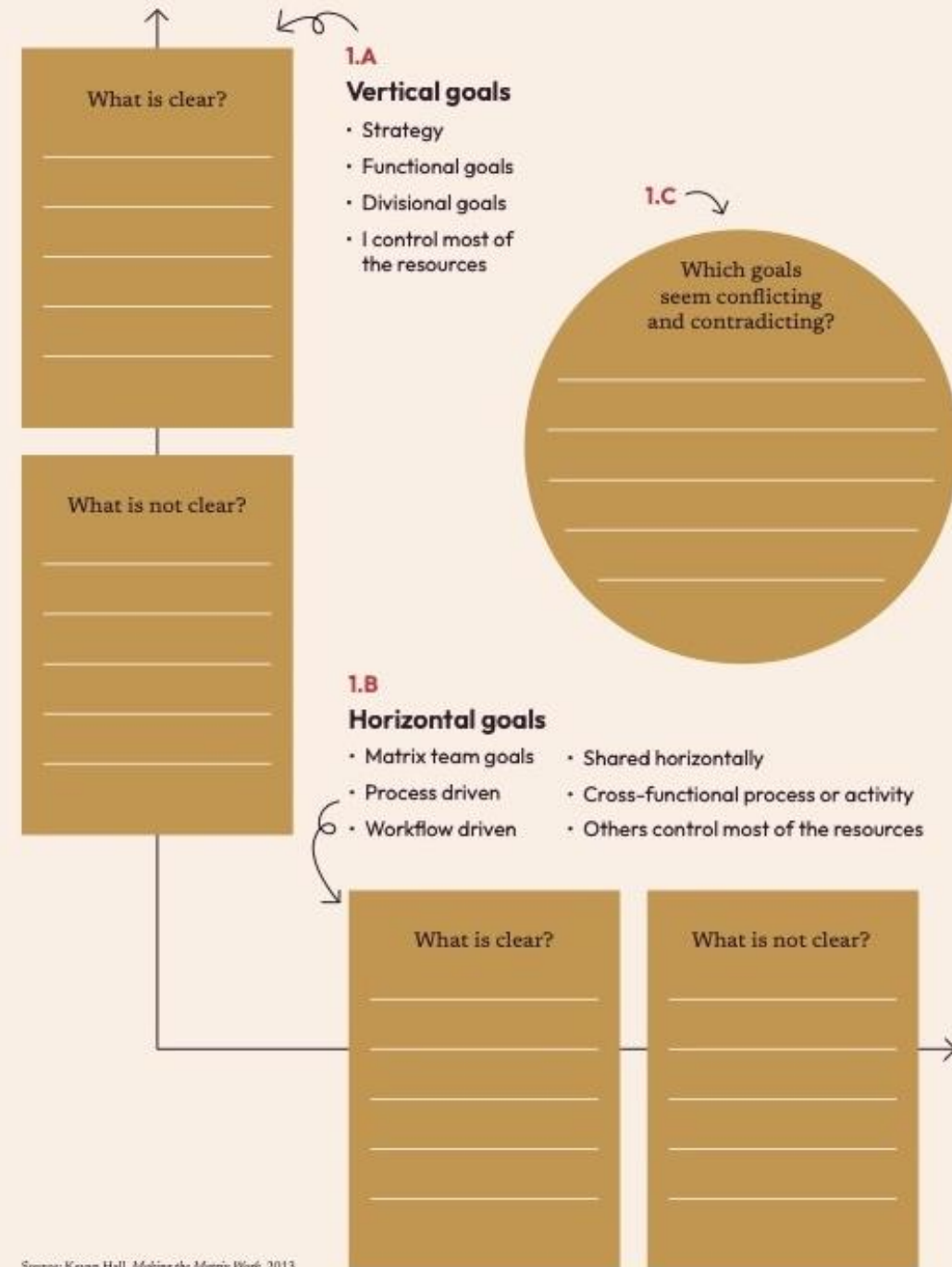
The fastest way to recruit would be to use an executive search firm, but that would be the most expensive. So which set of clear goals should I give priority to?

My goals in the matrix

*What is clear, and unclear,
in my vertical goals?*

*And in my horizontal goals
across the matrix?*

*Where do I see elements of
conflict and contradiction?*



Control VS Accountability

SPAN OF CONTROL

The resources over which an individual has direct control

SPAN OF ACCOUNTABILITY

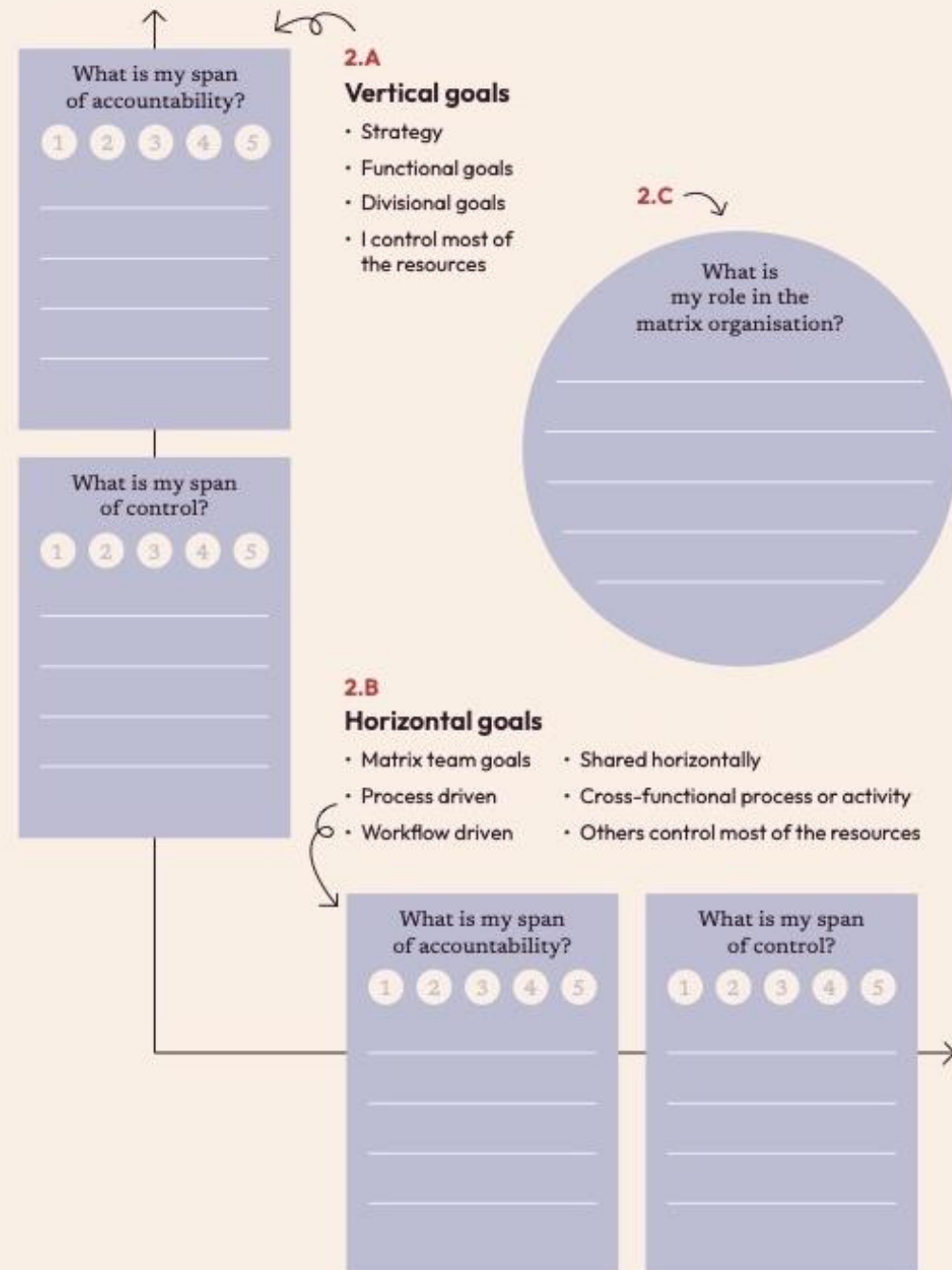
The results and performance outcomes for which he is held responsible

My goals in the matrix

What is my span of accountability?

What is my span of control?

What is my role in the matrix?



Control VS Accountability

SPAN OF CONTROL

The resources over which an individual has direct control

SPAN OF ACCOUNTABILITY

The results and performance outcomes for which he is held responsible



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COLLABORATION ACROSS CULTURE & DISTANCE

Bridgebuilders®



“Everyone without exception believes his own native customs, and the religion he was brought up in, to be the best”.

(Herodotus)



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Keep in touch



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THANK YOU

SEE YOU NEXT YEAR MARCH 8-12TH

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