



Celebrating a Century of Excellence

**BEYOND THE ORG CHART:
STRATEGIES FOR CROSS-BOUNDARY LEADERSHIP
IN A MATRIXED MANAGEMENT ENVIRONMENT**

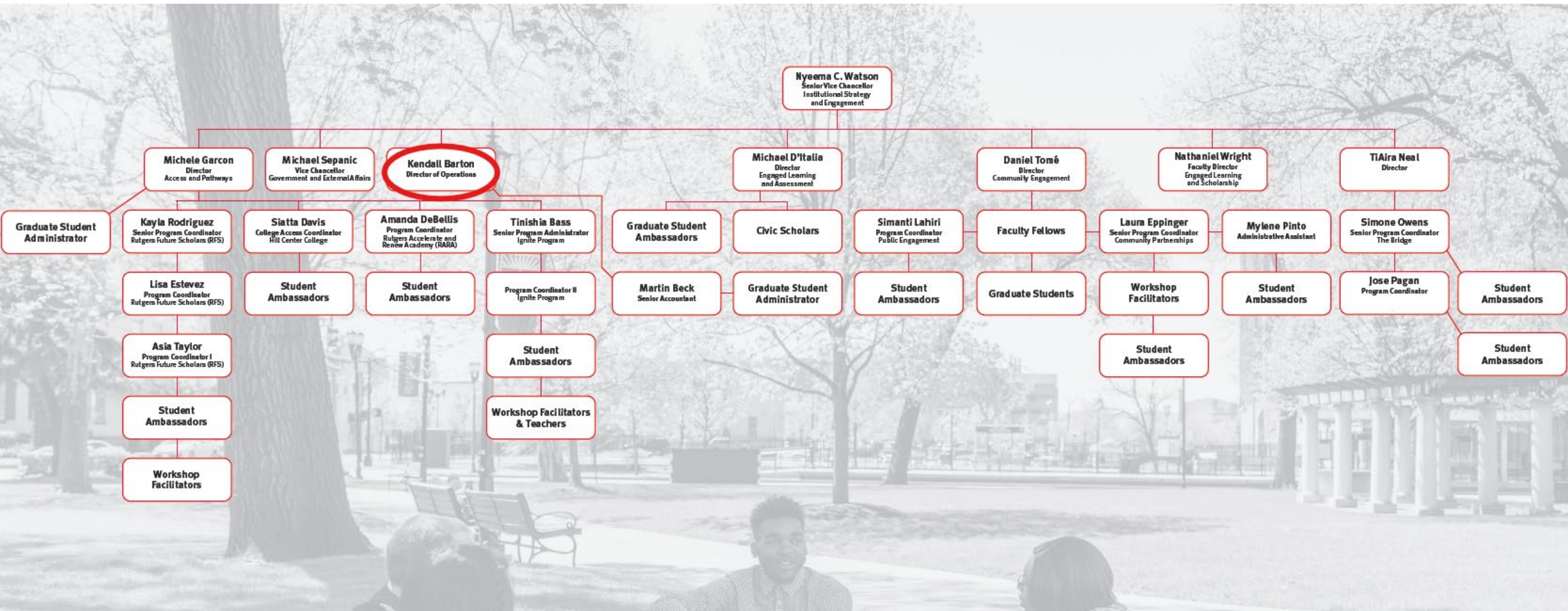
Presented by

Kendall Barton, Ed.D., PMP

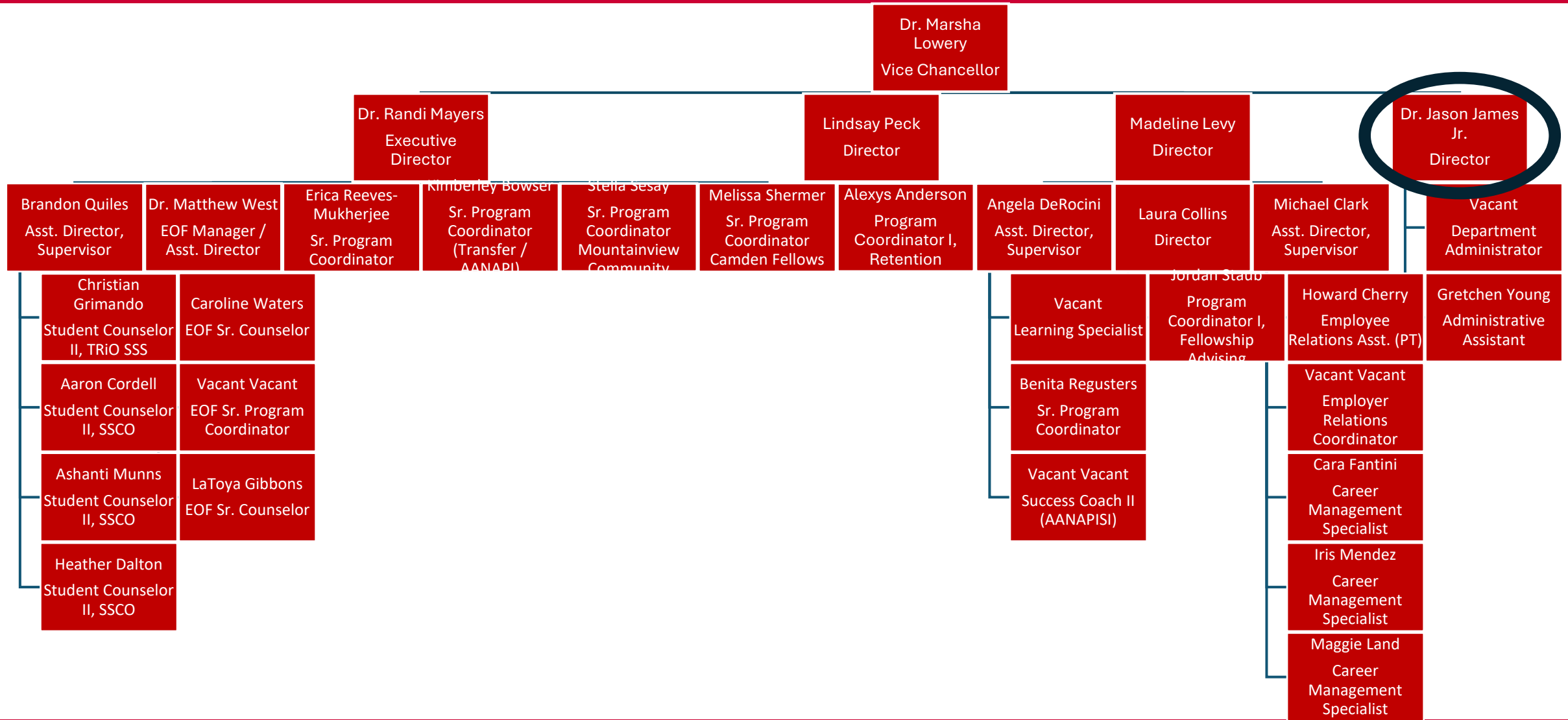
Jason James Jr., Ed.D., LSSGB

Rutgers University-Camden

DICE ORGANIZATIONAL CHART



SAS ORGANIZATIONAL CHART



SESSION OVERVIEW



Why does this topic matter in higher education?



Challenges & suggested solutions



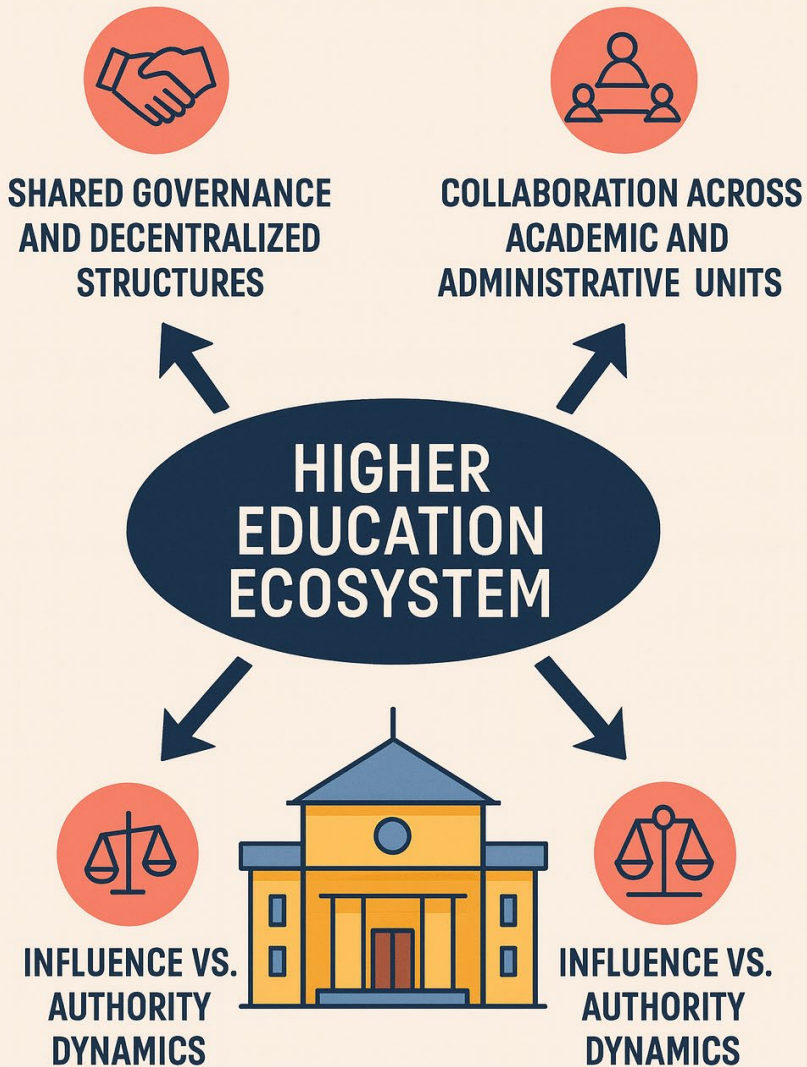
Reflection & takeaways

LEARNING OUTCOMES



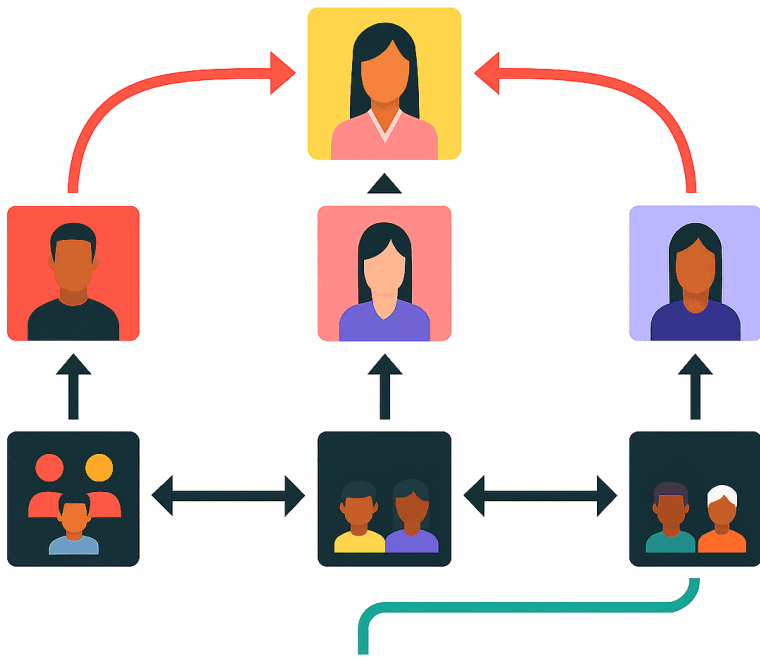
Recognize	Recognize the dynamics, challenges, & opportunities of leading without formal authority.
Apply	Apply influence-based strategies to motivate teams, and drive engagement and results.
Strengthen	Strengthen collaboration, credibility, trust, and alignment across functions and reporting lines.
Lead	Lead with confidence in cross-boundary and nontraditional team settings.

LEADERSHIP IN THE HIGHER EDUCATION ECOSYSTEM



- Shared governance and decentralized structures
- Collaboration across academic and administrative units
- Influence vs. authority dynamics

THE CHALLENGE OF LEADING WITHOUT AUTHORITY



- Complex reporting structures
- Competing priorities and silos
- Limited formal authority
- High expectations for outcomes

SHIFTING FROM AUTHORITY TO INFLUENCE

- Building credibility and trust
- Establishing relationships before directives
- Modeling transparency and consistency



NAVIGATING RESISTANCE AND CONFLICT

- Acknowledge differing priorities
- Seek understanding, not victory
- Reframe obstacles as shared challenges



Confrontation



Conflict Resolution

shutterstock.com · 2363883351



Collaborative Problem Solving

COMMUNICATING AS A LEADERSHIP TOOL



- Tailor your message to your audience
- Use data to inform, not overwhelm
- Clarify shared goals and timelines

BUILDING TRUST ACROSS BOUNDARIES

- Understand others' motivations
- Communicate openly and often
- Share credit generously
- Listen actively



MOTIVATING WITHOUT MANDATING

- Recognize contributions publicly
- Connect individual goals to the larger mission
- Offer autonomy and respect



PRACTICAL STRATEGIES FOR CROSS-BOUNDARY LEADERSHIP



- Clarify roles early
- Establish shared success metrics
- Document agreements
- Celebrate collective wins

CASE REFLECTION: LEADING WITHOUT AUTHORITY

- Reflect on a recent initiative you coordinated without direct authority.
- What worked well? What did not well? What skills and attributes arose?
- Share insights with a neighbor or table.



KEY TAKEAWAYS



- Influence grows through trust and credibility
- Communication drives alignment
- Leadership is not about title—it is about impact
- Overall refined understanding of necessary / most relevant skills and attributes

MOST IMPORTANT SKILLS

- Communication
- Decision-making
- Leadership
- Problem-solving
- Time-management
- Multi-tasking
- Social intelligence
- Political intelligence and organizational awareness
- Alignment and framing
- Building accountability systems
- Conflict management
- Executive leverage
- Emotional intelligence and ego management

MOST IMPORTANT ATTRIBUTES

- Agile
- Adaptable
- Credible
- Flexible
- Likable
- Resilience
- Confidence
- Humanity
- Resourceful
- Respectful
- Tenacious
- Trustworthy
- Integrity
- Creativity
- Curiosity
- Proactivity

QUESTIONS & REFLECTIONS

- Open Q&A
- Key reflections
- Resources and next steps

THANK YOU!



Kendall Barton, Ed.D., PMP



Jason James, Ed.D., LSSGB



R
CAMDEN
100