# Managing Organisational Interfaces Training Course: Ownership, Dependencies and Escalation

8 – 12 November 2026
Doha

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## Programme Summary

Managing organisational interfaces is the subject of this one-week training course for senior managers and programme leaders, ending in an interface control pack for one cross-team area of work. Work that crosses departments, partners and contractors often stalls at the boundaries, where no one owns the handover and dependencies surface late. The programme moves from mapping interfaces to assigning ownership, agreeing terms, running escalation and keeping a steady coordination rhythm, applied to a live area chosen by each participant. Mars Training Centre UK delivers this programme on managing organisational interfaces to mixed-organisation cohorts.

## The Business Case

Boundaries between teams are where delay, rework and disputes begin. When ownership of an interface is unclear, decisions wait, assumptions go untested and the same issue returns in each review. Managers who treat interfaces as managed items, with named owners, written terms and a clear route for escalation, see problems earlier and settle them at the right level.

- Rework: Falls as handover terms are written and checked before work crosses a boundary.
- Decision Delay: Falls as unresolved dependencies follow an agreed escalation path.
- Dispute Exposure: Falls as responsibilities between parties are recorded and reviewed.

## Principles and Evidence Base

- Interface Register: A single list of every boundary, its owner and its status, used in Sessions 1 and 2 to make hidden dependencies visible.
- Interface Agreement: A written statement of what each party delivers, to what condition and by when, drafted in Session 3.
- Responsibility Matrix: A grid that separates who decides, who acts and who must be consulted, built in Session 2 for each interface.
- Escalation Path: A defined route and time limit for unresolved issues, tested against cases in Session 4.

## Intended Participants

- Managers who coordinate work across several departments or business units.
- Programme and portfolio leaders who depend on suppliers, contractors or partner organisations.
- Operations leaders who hand work between shifts, sites or functions.
- Heads of function who sponsor joint initiatives and settle conflicts between teams.
- Senior coordinators who run cross-team meetings and track shared actions.

Typical sectors include construction and infrastructure, energy, government services and healthcare.

## Learning Outcomes

1. Participants will be able to diagnose the interfaces in a cross-team piece of work and rank them by risk.
2. Participants will be able to construct an interface register with named owners and status measures.
3. Participants will be able to draft interface agreements that state deliverables, conditions and timing.
4. Participants will be able to evaluate a responsibility matrix for gaps and overlaps.
5. Participants will be able to design an escalation path and a coordination meeting rhythm that fit the work.
6. Participants will be able to justify an interface control pack to sponsors and partner organisations.

## Programme Structure

## Day 1: Mapping the Interfaces

Where do the boundaries between teams and partners lie, and which ones carry the most risk?

- Boundary Mapping Exercise
- Interface Register Template
- Dependency Chain Diagram
- Interface Risk Ranking Grid
- Failure Case Review

## Day 2: Ownership and Responsibility

Who owns each interface, and who decides, acts and is consulted?

- Interface Owner Selection Criteria
- Responsibility Matrix Build
- Gap and Overlap Check
- Decision Rights Statement
- Status Measure Definitions

## Day 3: Agreeing the Terms

How are the terms of each handover written so that both sides can check them?

- Interface Agreement Drafting
- Deliverable and Condition Statements
- Handover Acceptance Checklist
- Change Request Route
- Negotiating With Partner Organisations

## Day 4: Escalation and Coordination Rhythm

How are unresolved issues raised, and how often should the parties meet?

- Escalation Path Design
- Time Limit Setting
- Coordination Meeting Agenda
- Shared Action Log
- Dispute Case Discussion

## Day 5: Applying the Tools to One Area of Work

Do the register, matrix, agreements and escalation route hold together for one area?

- Applying the Session 1 Interface Register
- Testing the Session 2 Responsibility Matrix
- Checking the Session 3 Interface Agreements
- Rehearsing the Session 4 Escalation Path
- Completing the Interface Control Pack

## Methodology

The programme uses a structured exercise method built on a shared scenario of a multi-party piece of work, with realistic handovers, late dependencies and conflicting priorities. Participants work in mixed teams, take the part of different parties, challenge each other's agreements and receive written facilitator feedback on each exercise.

- Suggested activity: Mapping the interfaces of a hospital wing refurbishment and ranking them by risk.
- Suggested activity: Drafting an interface agreement between a supplier and an operations team.
- Suggested activity: Role-playing an escalation meeting where two departments disagree on a deadline.

## Capstone Output

Each participant completes an interface control pack for one cross-team area of work. It holds a ranked interface register, a responsibility matrix, draft interface agreements, an escalation path and a meeting rhythm. The pack is used at work to brief sponsors, agree terms with partner organisations and run the first coordination reviews.

## Frequently Asked Questions

### Is managing organisational interfaces suitable for managers without a project background?

Yes. Managing organisational interfaces is taught through cases and templates, so the programme assumes experience of working across teams but no project management qualification.

### Which tools does managing organisational interfaces rest on?

Managing organisational interfaces rests on the interface register, interface agreement, responsibility matrix and escalation path, each built and tested across the one week.

### How is the control pack from managing organisational interfaces used at work?

You use the interface control pack to brief sponsors, agree terms with partner organisations and run the first coordination reviews for a live area of work.

### How does managing organisational interfaces differ from general project coordination?

Managing organisational interfaces centres on the boundaries between parties and their written terms, while general project coordination centres on schedules and task progress.