

Change Leader's Tool:

Inter-Team Role Clarification

What:

To ensure that core processes that lead to customer satisfaction and business results have clear owners and accountabilities.

How:

1. Review the company's business strategy. What are the three to five things that *must go right* in order for the company to succeed? Examples might be: product availability, product quality, service interaction, service recovery, product information, etc.
 - 1)
 - 2)
 - 3)
2. For each critical success factor, draw the process and identify what roles are involved in each point:
 - o What is the input to this process?
 - o When to the steps begin and with whom?
 - o What is the output?
 - o When does the process end? To whom does it go?
 - o Brainstorm list of activities involved.
 - o Flow-chart the process.
 - o With what other process does this process interface?
 - o With what functional areas does this process interface?
 - o What are the measures that indicate success?

3. For each critical success factor, determine the roles and handoffs, starting from the perspective of who is ultimately accountable for that critical success factor.

Critical Success Factor: -----

Accountability:-----

Other roles involved in the process:	What they need from the one ultimately accountable?	What they need from the one who is ultimately accountable to do their work?

Critical Success Factor: -----

Accountability:-----

Other roles involved in the process:	What they need from the one ultimately accountable?	What they need from the one who is ultimately accountable to do their work?

Critical Success Factor: _____

Accountability: _____

Other roles involved in the process:	What they need from the one ultimately accountable?	What they need from the one who is ultimately accountable to do their work?

Critical Success Factor: _____

Accountability: _____

Other roles involved in the process:	What they need from the one ultimately accountable?	What they need from the one who is ultimately accountable to do their work?

4. To execute the core processes, what are the key decisions? And for each key decision, who is responsible and accountable? Use the table below to assign decision-making authority.

R esponsible	Has the responsibility and authority to make the decision
A ccountable	May not make the decision but will be held accountable for it (senior role)
V eto	Can veto or block a decision
C onsult	Must be consulted about a decision before it is made
I nformed	Needs to be informed about the decision after it is made

Key Decisions	Functional Area					
1.						
2.						
3.						
4.						
5.						
6.						
7.						

Need Help Creating
A One-Team Culture?

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