Turning Points
Tools for Leading Teams

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Clarifying Roles and Responsibilities

The Responsibility Chart is a useful tool in clarifying roles and responsibilities of team members. The tool consists of a matrix with team members' names listed across the top and tasks listed down the side. The tasks may be "high level" strategic responsibilities or very operational tasks and duties. The "right" level of tasks will depend upon the nature of the team and need for clarification. It may be necessary to adapt this level as the process unfolds.

Steps for Success

R-Chart	Person 1	Person 2	Person 3
Task A	A	R	I
Task B	R	C	S
Task C	C	I	R
Task D	R	S	C
Task E	I	R	S

1. Create a matrix on a flip chart or white board that can be easily seen by team members, including enough columns for each person across the top and about twice that number of rows to get started.
2. Fill in team member names across the top.
3. Brainstorm the major tasks that need to be accomplished by this team (consider that these may be high-level strategic responsibilities or very specific operational tasks, depending upon the nature of the team and its mission).
4. Explain the following code for filling in the matrix. An "R" denotes the one individual who is Responsible for this task. There can be only one "R" per row, but other letters may be assigned to multiple team members. An "A" is assigned to any individual who must Approve the work of that task. An "I" is assigned to any individual who is to be kept Informed about a given task. A "C" is assigned to anyone who needs to be Consulted about the task in some way. An "S" is assigned to anyone who has a direct Support responsibility for the given function. The team may elect to add other code letters, but it is important to maintain that only one person is assigned an "R" per task line.

R	Responsible
A	Approve
I	Inform
C	Consult
S	Support

5. Allow individuals to make notes to themselves about who should be assigned which letters on what tasks.
6. Have team members use Post-It Notes (or any other method) to indicate their initial judgment about who should be assigned which letters on what tasks.
7. Facilitate a line-by-line dialogue, leading to agreement about each code letter.
8. Add, subtract, or change tasks as needed.
9. Revisit the Responsibility Chart periodically to ensure that the work of the team is adequately and efficiently covered, that no work is falling "between the cracks", and overlap is minimized or eliminated.

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