

Figure 2.1. Leadership Roles

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Chapter 2

How to Provide Direction

So how do things get done around here?

..... **T**his chapter continues with the importance of direction and explains ways to assure that you and others receive what you require to proceed when leadership by itself is inadequate, inefficient, vague, inconsistent, or overburdened. Martin Smith in his research¹ determined that the factors that correlated with failure were ineffective, missing, or conflicting leadership; vague goals; lack of a plan; and no one seemingly in charge.

Personnel at all levels want to know where they stand in relation to the organization's goals. The premise is that, without clear and consistent direction, organizations, departments, work groups, teams, and individuals can lose sight of where they are going. Effective leadership prevents groups from straying or shifting their focus to activities less likely to contribute to the outcomes required for success. However, relying on leadership by itself is insufficient. People also require protocols and governance structures that assure that decisions and approvals are made.

..... **PERFORMANCE IMPROVEMENT**

One of the strengths of performance improvement is the recognition that a variety of solutions can be used to assure people have what they require to be effective. Among those solutions are the use of systems and structures. This chapter explains how to set up governance structures and protocols to supplement the desired leadership behaviors.

In addition to being focused on results, there are two other behaviors people expect of their leaders:

1. *Legitimacy*—a set of behaviors that publicly signal that the organization endorses or approves certain roles and endeavors. The behaviors include

making public announcements that a goal, project, group, governance structure, or protocol has management's endorsement and support. Ideally, the messages are delivered in person.

2. *Expediency*—the behaviors that facilitate the work and efforts of others. Timeliness is the most important. Managers have to live up to their commitment to review work and render decisions in a timely fashion so as not to delay or obstruct the work of others. They should review recommendations, make decisions, and communicate their concerns as quickly as possible. Delays can communicate indecisiveness and result in people creating ways to circumvent the agreed-on way to do business.

Unfortunately, you cannot always get senior management to legitimize efforts or review and approve work in a timely fashion. However, there are some other things you can do to work around these deficiencies. People can still receive the direction they require if you have:

- A formal governance structure that defines how and by whom decisions are made that affect more than one function or department
- Public endorsement by senior management of the legitimacy of the governance structure
- Agreement on how messages will be communicated formally and informally and by whom
- Regular report-outs to the appropriate people in the organization on key decisions and what's been accomplished to date
- Operational protocols to guide decisions, collaboration, and coordination across divisions and work groups
- Formal recognition of everyone's contribution along the way, not just annually or when a major milestone is met

COMMON MISSTEPS

Here are some of the more common mistakes managers and supervisors make:

1. They fail to keep major initiatives designed to support the mission on the leader's agenda for more than a few months. Important work deserves attention.
2. They think an announcement at the beginning of a year or the launch of a new initiative or a memo announcing the goals for the year is sufficient to keep people on track.
3. They fail to recognize that people require a process or a method to debate and explore new ideas without censorship.

4. They discount people's need for guidelines on how to communicate with other departments and people in higher positions in the organization and ask for their support.

GOVERNANCE

Governance is about (1) how decisions are made related to priorities and the deployment of resources; (2) how and by whom those decisions are communicated to the rest of the organization; and (3) how decisions are to be implemented. Traditionally, organizations relied on the formal chain of command to define responsibilities, reporting relationships, and accountability and to handle the communication. Information goes up the chain and decisions and information come back down. This works when initiatives are contained within departments. However, many initiatives involve work processes that rarely fall within the boundaries of one department. Even how regular work is executed affects other departments and customers. Therefore, following the formal chain of command may be inefficient or produce undesired side effects. Instead, organizations require new governance structures to assure deliberation and cross-functional coordination of resources and communication. The new structure may be temporary or evolve into a more permanent yet collaborative way of doing business.

A governance structure defines roles, relationships, and reporting requirements, not unlike an organizational chart that shows how work is divided up across divisions and departments. Solid lines and dotted lines indicate relationships and communication channels. However, sometimes these traditional structures are not adequate when the organization wants to aggressively examine or redesign work, workflow, and information systems. Direction and accountability become even more complicated when special cross-functional teams are set up for projects. The creation of a governance structure even applies if you want to make simple changes in how work is done or in who does what work. Assigning a project lead is not always adequate. Instead, setting up a group to provide direction may be more effective. The group can provide a platform for debate, be a vehicle for discussing issues, and generate recommendations to senior management. The people in the group can offer political savvy and support on particularly touchy issues. The important point is that the onus for leadership does not fall on one person but on an appointed group who can diffuse issues, act as a bellwether for new ideas, and communicate "off line" to identify resistance and gain support. The role of the governance group is

- To define the deliverable and the expected result
- To recommend or authorize the use of resources to do the work required to accomplish the mandate

- To surface factors that encumber progress, and to debate and recommend ways to eliminate or circumvent them
- To evaluate different solutions and recommend which one to purchase, implement, adopt, or support
- To guide and direct the efforts of work groups or teams on special assignment by providing them with a mission and with feedback
- To monitor milestones and timelines and take steps to keep projects on track
- To act as a panel of peers to hear concerns, mediate opposing views, and render opinions

The structure deals with questions such as, “Who has the right to veto?” “Who is responsible for the coordination?” “Who approves new policies and procedures?” “Who gets credit for the work and the ensuing results?”

A governance structure supplements and enhances leadership when:

- It facilitates decision making, that is, helps get decisions made quickly
- It facilitates debate and fosters problem solving, that is, legitimizes and enables having different perspectives heard when there are questions or unresolved issues, rather than avoiding the issues
- It does not censor opposing views, but provides a legitimate platform to hear and debate different ideas and opinions
- It provides direction and is seen by the organization as the source for vision, priorities, answers, and recommendations for how to proceed

Your current structure is not adequate if it does not do these things. A new or improved structure is helpful when the old one is inefficient because decisions take too long to make or implement, management is not timely in responding to concerns or requests, or workers feel there is no platform for arguing over ideas.

Governance structures can take different formats, such as “office of the president” and the use of program managers to provide a single point of contact. The following is an example of using a governance structure that goes outside the normal chain of command to support a major change. You can do something similar to support much smaller changes as well.

Here is a set of guidelines for modifying your current structure or creating a new one to better support decision making and collaboration. You can apply these guidelines to support ongoing work and special assignments.



TOOL 2.1: HOW TO DESIGN A GOVERNANCE STRUCTURE

Purpose

This set of guidelines will help you decide whether you require a new structure to make decisions and provide direction. If you do, it will walk you through the steps of creating one. The model given here is designed to help overcome problems with inefficiency and indecision. If you believe it would be helpful for you, continue.

How

Ask why you want a new or improved structure. Meet with your boss and others you think would benefit from a new model for making decisions. Explain what the purpose is. Discuss what you think would be the benefits and the types of pitfalls a new structure might help you avoid. As a group, identify the measures you will use to judge whether the new model made life easier or solved a problem.

- A. With your boss and other people you think appropriate, identify three groups that represent different stakeholders:
 1. Senior management. This can be your boss and/or your boss's boss. If possible include an administrative assistant or someone who has access to senior management's calendar. You will require this assistant's help in putting issues on the agenda for review or approval.
 2. An advisory group. This should include you and your peers or internal customers. Look for people who depend on your group's work or who have a vested interest in your effectiveness.
 3. The workers. These include your direct reports or a specially assigned team. These are the people who want feedback, approval, help resolving problems, and support for their ideas.
- B. Define the roles, relationships, and expectations of each group.
 1. Senior management is usually responsible for:
 - a. Describing the mandate or deliverable
 - b. Defining the measures or what change or outcome is expected that will be accepted as evidence of success
 - c. Legitimizing the effort by stating to the larger organization how the structure functions and why it was created
 - d. Reviewing and approving recommendations and actions
 2. The advisory group's role is to
 - a. Identify cross-functional dependencies, recognize dilemmas, and resolve problems

- b. Hear the workers' concerns, requests for resources, or need for approval to go ahead
 - c. Provide input based on their perspective, needs, and requirements
 - d. Test the organization's receptivity to new ideas
 - e. Develop recommendations for senior management's consideration with a rationale for support
 - f. Build support for the recommendations approved by senior management
 - g. Mediate any disputes that may arise
3. The employees' or team's role is to
- a. Do the work whether it includes meeting the usual deliverables or doing a special assignment
 - b. Identify barriers they would like help handling
 - c. Bring issues and recommendations to the advisory team for review and support
 - d. Report on their progress
- C. Call the first meeting of the advisory team.
- 1. Develop an agenda noting what you want to accomplish
 - 2. Confirm an understanding of their role
 - 3. Identify the team's deliverables and measures of success
 - 4. Set up a meeting schedule frequent enough to keep people involved and be of value to the organization
 - 5. Develop a set of meeting guidelines all can accept (start on time, post agenda two days before the meeting to obtain input, frame the agenda in terms of accomplishments, everyone attend, and so forth)
- D. Meet with senior management to confirm the advisory team's role and responsibilities and deliverables to confirm they agree.
- E. Meet with the employees to explain the new structure and the protocol for bringing up issues, updating the advisory team, and so on.

Hint: As you design the structure, think about how it might help diffuse the power of certain individuals and harness the power of the group.

DULLES AIRPORT— MAINTENANCE MANAGEMENT PROCESS

Leadership

The planning team determined it would take approximately three years to deliver on the promise of a more responsive yet cost-effective maintenance management process. The questions came up over who should lead the effort and how direction could be assured over the course of the project. It had been assumed that the director of maintenance and engineering or his direct report, the manager of the work order desk, would lead the effort. However, the planning team recommended a different approach that involved more stakeholders, was collaborative, and increased the odds that the project would achieve the sustained level of attention it required. The planning team saw the need for a new governance structure to assure direction was provided long-term, there was alignment with the airport's strategic planning process, and there was greater buy-in by the other departments dependent on maintenance (see Figure 2.2). This new governance structure would be a model for future cross-functional collaboration and would provide a template for how maintenance would be managed in the future.

Governance Structure

The planning team believed a new leadership model was required to change the way decisions about maintenance were made at the airport. In the past, decisions

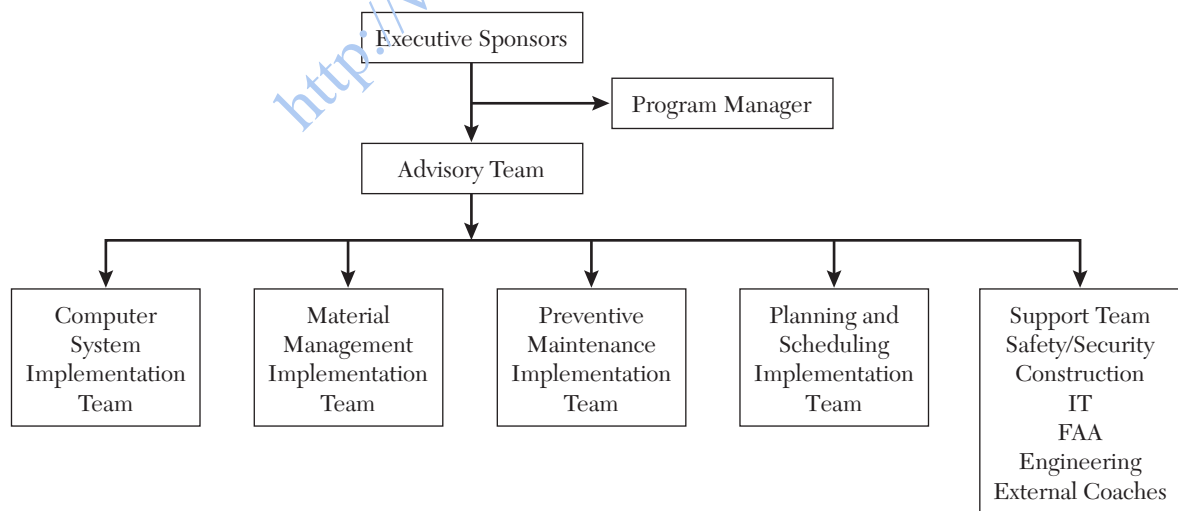


Figure 2.2. Governance Structure

related to maintenance were set aside because issues related to construction were given a higher priority. The planning team recommended:

1. The creation of an executive sponsorship team that consisted of the airport manager and his chief administrator. The role of the executive sponsorship team was to provide final approvals and to maintain communication with senior management, union leaders, and other managers at the airport.
2. The creation of a cross-functional advisory team with representatives from airport operations, concessions, an airline, purchasing, labor, HR, and maintenance, who collectively would provide counsel to the program manager, help formulate recommendations to the airport manager, recommend resources to actually implement a new system, develop the team charters for the specialty teams, and help resolve issues.
3. The appointment of a fully dedicated program manager from one of the shops in maintenance. The role of the program manager was to coordinate all of the activities involved in creating and deploying a new maintenance system, facilitate meetings with the advisory team, document all decisions and recommendations, and keep the executive sponsors informed.
4. The creation of a series of specialty teams who would be assigned specific deliverables.

But a governance structure alone will not provide adequate direction unless it has official endorsement by senior management and operating protocols.

ENDORSEMENT AND LEGITIMACY

The governance structure must be seen as legitimate. The actions and recommendations of temporary groups are frequently seen as outside the norm and, therefore, lack the legitimacy of those from more permanent departments. Yet temporary groups require that their decisions and recommendations be recognized as legitimate. Gaining legitimacy is especially troublesome in organizations that follow a very hierarchical approach to decisions about work priorities and the use of human and financial resources. Program managers, cross-functional teams, and people on special projects almost always produce recommendations to change how work is done and who does it. These recommendations directly impact department managers who may be of higher status in the organization as defined by the organizational chart. Cross-functional teams, in particular, require that people be assigned to them either full-time or part-time if they are to accomplish their mandate. Yet managers in the line organization may have already decided how to use their resources, so expecting them to release staff to work on other assignments is difficult.

The behaviors that signal legitimacy at a minimum are senior management making public announcements to those parts of the organization expected to be affected and to provide support. Management must say explicitly it supports a project, a process, or a set of governing principles. Operating protocols can help management define the roles, responsibilities, and relationships of new governance structures with the established chain of command.

OPERATIONAL PROTOCOLS

Protocols are a combination of good manners and commonly accepted conventions. They are frequently referred to as “the way we do business” or “that’s how things get done.” Protocols become evident when you look at how families and friends entertain. Some hosts expect guests to help clear the table and participate in the clean-up. Other hosts would be insulted at any offer of help. Some hosts expect guests to bring wine, side dishes, or dessert to go with the meal. Other hosts plan every aspect of the meal and would prefer guests bring nothing. Some hosts place salt and pepper on the table, others preseason the food and are insulted if you ask to alter the taste. Knowing and following these little social rules helps maintain civility, friendships, and family harmony.

Organizations, too, develop protocols that evolve over time, are rarely written down, and are frequently not recognized unless violated by someone. Examples are

- The sequence and the manner in which certain managers or departments are officially informed of major decisions
- When, by whom, and where the union leadership is informed of changes possibly affecting the rank and file
- The way some people are informally informed before any manager makes an announcement or a message is sent to the rest of the organization
- How resources are re-deployed or reassigned to special projects outside of the managers’ scope of responsibilities
- Whether or not agenda are produced and followed during regular meetings, who prepares the agenda, and how changes are made
- Always having coffee, juice, and sweet rolls available for early morning meetings and cookies in the mid-afternoon for all-day sessions
- Giving gifts and other tokens of appreciation to teams assigned to special projects
- Supporting officially endorsed corporate humanitarian efforts
- Selling your child’s cookies, calendars, candy, wrapping paper, or magazine subscriptions to co-workers

However, not all protocols support performance. Some organizations have established ways of doing business that support inaction, are counterproductive, and can even polarize departments against one another, for example, being expected to include certain people who are known to stall, table ideas, or take groups off task by conjecturing about inane possibilities. When work is not getting done or there are new expectations about how it should be done or when new initiatives are deployed or the organization wants to make major changes to how work gets done, it may be necessary to create new protocols. Therefore, it is important to identify what the current protocols are, ask how well they support innovation and collaboration, and, based on the answers, either change or supplement them to support the behaviors required to obtain the desired results.

DULLES AIRPORT

Formal Communication

The advisory team and program manager saw a need to formally communicate what the project was about, how the governance structure operated, and what the responsibilities were of the program manager and the specialized implementation teams. The advisory team believed the airport manager had to stand up and tell the story, state his expectations about everyone's support, and publicly endorse the legitimacy of the advisory team and program manager. With this need in mind, the advisory team developed a protocol about how to formally announce the project to all the people in key positions, keep them informed, and give them a mechanism to express their concerns and raise issues. The program manager, with help from vendors and HR, prepared a presentation for the airport manager that he could deliver to senior management, the other airport directors, the union leadership, and the other supervisors and managers at the airport. The next step was to develop an ongoing communication plan and put it on the larger project calendar. The program manager flagged the recurring meetings between the airport manager and senior management, the airport directors, and the union. The program manager wanted to do everything he could to keep the project on the minds of senior management. The program manager put it on his "to do" list to give the airport manager up-to-date information on the status of the project and any issues that needed to be resolved by him and the others.

TOOLS AND TECHNIQUES

Here are four commonly used techniques for supplementing leadership by developing new protocols about how decisions get made and communicated, how work gets done, and who is responsible for what part. The techniques are best

used in combination, as none of them can replace leadership, but can only support it.

1. Cross-functional diagrams—a diagram that shows who is responsible for specific tasks and decisions and the sequence of those actions. It can also show the flow of communication, such as who originates it and where it goes.
2. Governing principles—a series of statements that describe expected behaviors and how group members will relate to each other and people outside of the group. The principles served as a code of conduct.
3. Operating guidelines—a document that describes how decisions are made and by whom and how individuals and groups will seek approvals and keep each other informed on an ongoing basis to assure work progresses in a timely fashion.
4. RASCI charts²—a chart that shows for every task who is responsible for doing it, who is authorized to approve work or expenditures, who provides administrative or technical support, who should and can provide counsel, and who should be kept informed.

All of these techniques define expected behaviors. The cross-functional diagram and RASCI charts assign roles and show relationships. Cross-functional charts add the element of sequence. Governing principles and operating guidelines formalize protocols. More importantly, the use of these techniques is an opportunity to solicit concerns and facilitate dialogue about expectations. The actual documents help communicate the expected behaviors and who is responsible for what to people outside of the group.

Here are the guidelines for all tools. Collectively they can help you clarify roles, relationships, and responsibilities to assure people and groups receive the direction they require to be effective. You can print these and modify them to better suit your requirements.



TOOL 2.2: HOW TO DEVELOP AND USE CROSS-FUNCTIONAL CHARTS

Purpose

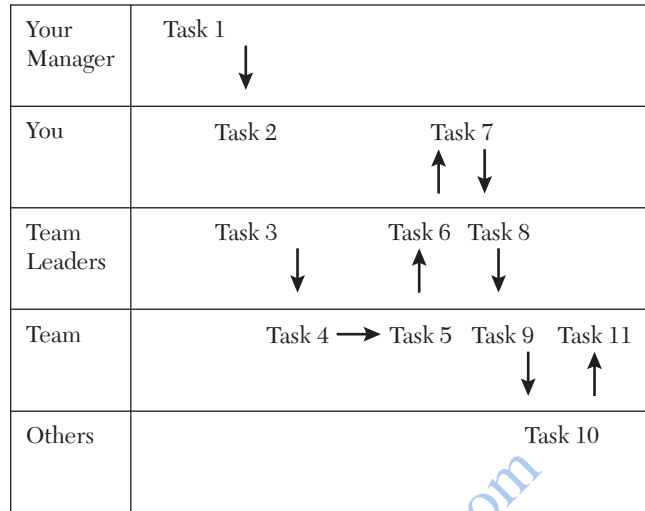
This technique clarifies roles and relationships and it shows the sequence of activities and who communicates with whom and when.

How

In collaboration with the work group or people who will be assigned to do the work:

- A. Identify the types of tasks or roles that have to be done.
- B. Put each task on a self-stick note.

Figure 2.3. Sample Cross-Functional Chart



- C. Put them in some sequence, like the order things will be done in a process, all the things that happen once a request is received from a customer or manager, or all the things that happen before, during, and after a regularly scheduled meeting.
- D. Create a table of rows using either a word processing spreadsheet or graphic software (see Figure 2.3). At the beginning of each row, list the person or group that is expected to play a role. The role might be to provide information, perform a task, review or approve work, or make decisions. Include yourself, your manager, the team or work group members, and other managers or departments who will be affected by the work or should be consulted in some way, such as legal, human resources, accounting, union officials, and others (see Figure 2.3).
- E. Place each note in the row of the person or group responsible for doing it.
- F. Create additional notes to show where one person's task acts as an input and triggers someone else to do something.
- G. Show which tasks occur concurrently by placing them one below the other.
- H. Draw arrows showing how the completion of each task becomes an input to another task that may be done by the same person or group or go to another person or group.
- I. Pilot-test your understanding of who does what and when. Use what you learn to modify each person's responsibilities as required.

Hint: Use this technique to identify tasks that no longer add value. It can help you streamline your processes and make them more efficient.



**TOOL 2.3: HOW TO DEVELOP GOVERNING PRINCIPLES,
PROTOCOLS, AND GROUND RULES**

Purpose

This technique is best used when you want to raise awareness as to the importance of the group adhering to a set of behaviors, because those behaviors engender trust and collaboration and foster goal accomplishment. The protocols or rules are written and formally endorsed, unlike the informal protocols that evolve over time. Everyone should have a voice in creating them.

How

One group may draft the principles; then other groups can read and modify them until consensus is reached. Once the list is formally adopted, it can be disseminated to everyone affected by it.

- A. As a group, brainstorm those situations in which you think protocols will help prevent misunderstandings or friction. Include things like these:
 1. When and how often the group might convene to discuss issues
 2. When an issue surfaces how long people have to bring it to the group for resolution
 3. How decisions are made, collectively or by specific individuals
 4. How everyone will be kept informed of decisions, upcoming events, and so on
 5. Expected values like honesty, dealing with people directly rather than behind their backs, committing to help each other succeed, treating each other with respect, keeping issues within the group and not going outside with gossip, and any others
- B. Share the list with others you think might care and could offer feedback or suggestions.
- C. Once the group accepts the list, have everyone sign it as a way of showing their public commitment.
- D. Laminate the list, frame it, and hang it where it can be seen.
- E. Periodically, put the list on the agenda and set time aside for the group to discuss if and how it is helping them do the work before them and what changes they would like to make, if any.

Hint: Link the behavior to the organization's espoused value and competency statements if you have them.



**TOOL 2.4: HOW TO DEVELOP OPERATING GUIDELINES
AND PROCEDURES**

Purpose

This technique is similar to the governing principles, but is better used to define discrete behaviors for informing people, gaining approvals, and assigning resources. Some examples might be the names of people who should be informed before a general announcement is made; the name of the person who has the right to override a decision and how that is done so as to prevent confusion; when certain decisions should be made by different people; and how the decisions are identified and the person is informed. The guidelines are much more operational or procedural in nature than the governing principles, which are more about personal conduct. They are usually created when there has been confusion about how to accomplish a task efficiently. The guidelines should make it easier to hand over a task to the next person. They should help keep the group on task and not be delayed because they are waiting or debating who does what and when.

How

With your team and representatives from those groups it must work with to obtain information and have work reviewed or approved:

- A. Identify those events or circumstances where work is held up or misunderstandings occur.
- B. Together, create a set of procedures that explains how the interface should optimally happen.
- C. Next, identify those circumstances that would prevent you from doing the procedure. Identify the exceptions.
- D. Together create a set of procedures to handle the exceptions or unusual circumstances.
- E. Try the guidelines out.
- F. Periodically meet to discuss what is and is not working and modify the procedures so they better serve your needs.

Hint: Try not to add another layer of approvals. The goal is to streamline decisions and clarify accountability, not add complexity. You also want people to get off the fence and step up to making decisions.

Here is an example of how the airport used three of the techniques to supplement and enhance leadership.

DULLES AIRPORT

Because the maintenance program presented an opportunity to model a new way of managing that required an unprecedented level of cross-functional collaboration, a new set of protocols was required to prevent hurt feelings, misunderstandings, or distractions over who was authorized to do what. Three techniques were used to help define and communicate roles and relationships:

1. Governing principles
2. Cross-functional charts
3. Operating guidelines

Governing Principles³

The planning team created a draft of governing principles, a list of behaviors expected of everyone involved in maintenance at the airport. The advisory team finalized them. The governing principles were shared with every subteam and with the other supervisors in maintenance and engineering. Here is an excerpt from the twenty-one governing principles developed by the planning team and later adopted by the airport manager, the program manager, and the advisory team:

- I, as a member of the team, commit to operate under these governing principles
- Safety is not an option; I will ensure all actions support safety/security/risk reduction
- I will do everything I can to keep co-workers, partners, and customers from failing
- I demand mutual respect, will try to understand the perspective of each person, and will treat everyone regardless of position or background with respect and dignity
- This is my facility; I will be proud of the job I do and will let it show in the quality of the work I perform
- I will make all decisions related to the purchase of materials or services as if the expenditure were mine

Cross-Functional Chart

The program manager was still uncomfortable with his role and level of responsibility. On the surface it appeared he was expected to tell managers higher than him in the organization to release people to work on the project. The problem was even more complicated because his boss was on the advisory team and he felt it inappropriate to tell his boss what to do. To help

him sort through his concerns and gain commitment from the airport manager about what his actual level of authority was, he created a cross-functional chart. On the chart he listed the executive sponsors (airport manager and chief administrator), himself as the program manager, the advisory team, the special implementation teams, and other stakeholders such as union leaders and managers outside of maintenance. He then put down the tasks that he saw were required and assigned them to himself, the executive sponsor, the advisory team, and others (see Figure 2.4). He showed the chart to the advisory team for their input. Next he met with the airport manager and the two of them used the chart to talk through actual examples. Together they arrived at a mutual understanding of roles and responsibilities.

Operating Guidelines

The program manager and the advisory team felt it was important for the airport manager to legitimize certain decisions or actions. They believed sending an email to the other supervisors and managers about what would be happening would not create the level of support required unless the airport manager somehow indicated that the recommendations met with his approval. The program manager and advisory team came up with a way for the airport manager to formally communicate his approval. After each advisory team meeting, the program manager would send an email with the attached minutes of the meeting to the executive sponsors. However, in the email itself the program manager would flag these items requiring official approval. The airport manager, given he did approve, sent back an email within twenty-four hours saying that he approved the suggested actions or decisions. The airport manager's email was sent to the program manager, the advisory team members, and all other managers and supervisors at the airport.

Here is another technique you can use to supplement and enhance leadership, the RASCI chart.



TOOL 2.5: HOW TO DEVELOP AND USE RASCI CHARTS

Purpose

This technique is best used when there is disagreement or a lack of clarity over who is responsible for what.

How

- A. Identify and involve the people on your team or other co-workers who depend on clear direction to do their work.
- B. With your team, create a matrix or table in a word processing or spreadsheet software. Across the top list the names of key players who

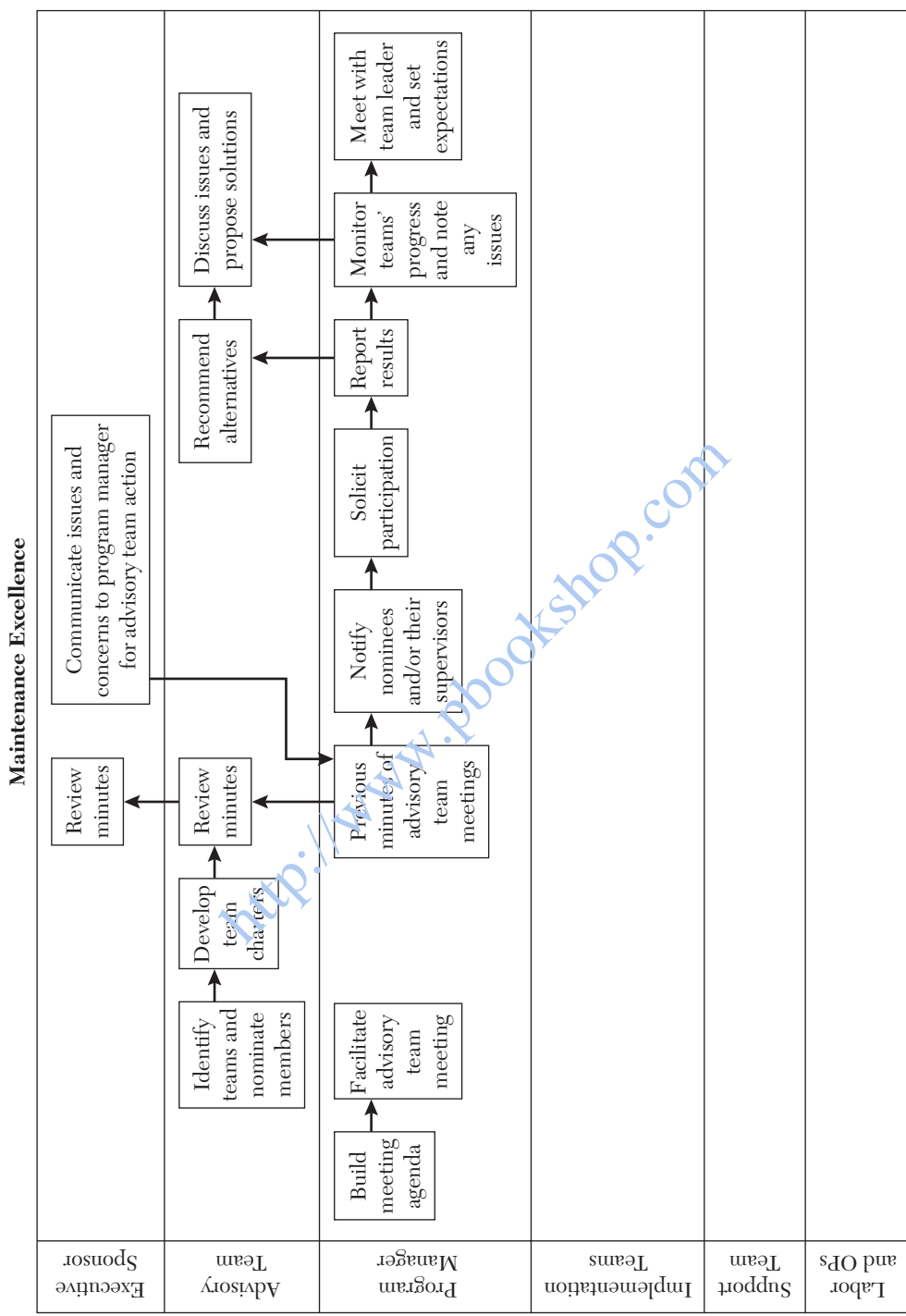


Figure 2.4. Cross-Functional Chart (continued)

Maintenance Management

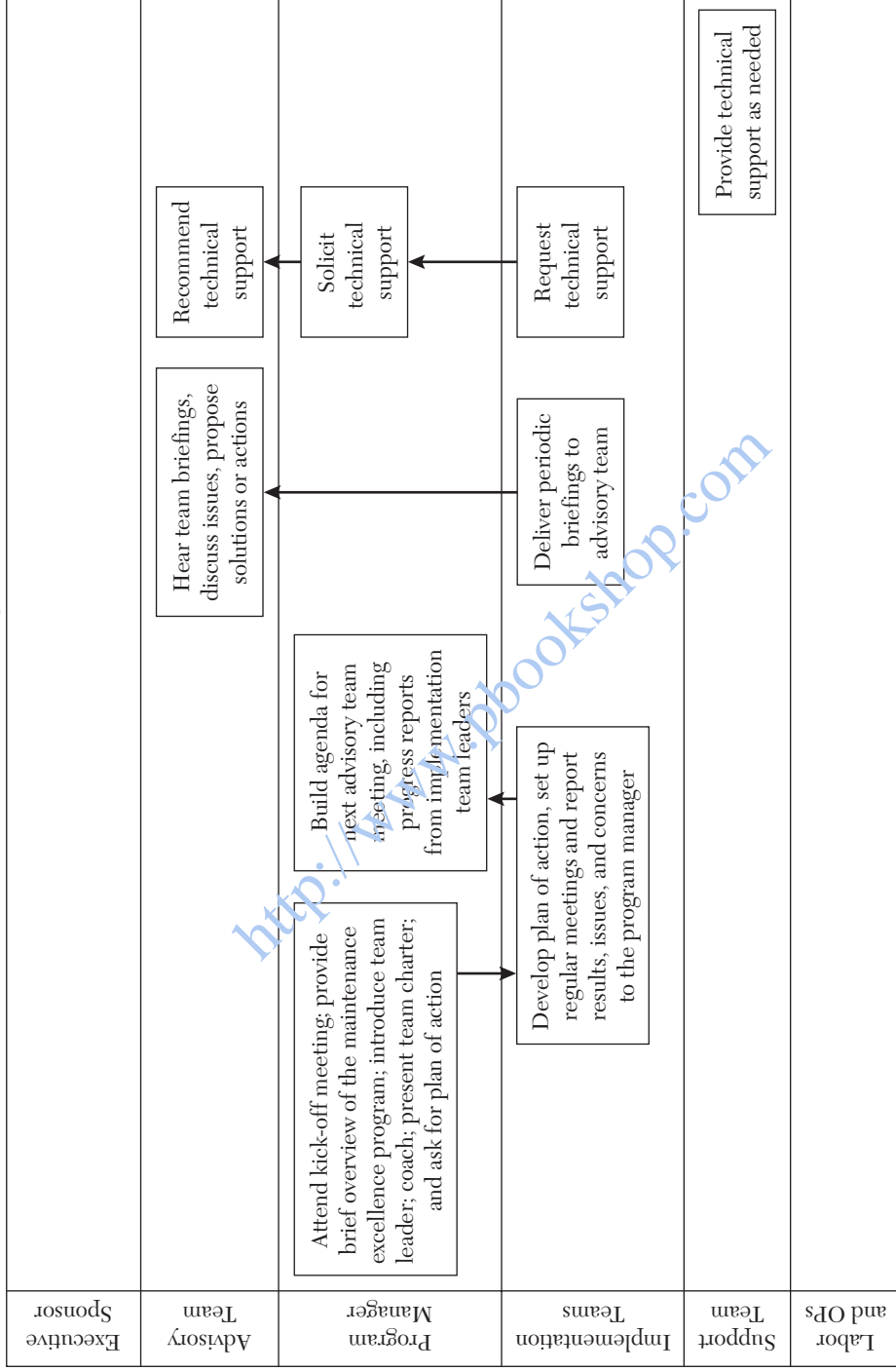


Figure 2.4. Cross-Functional Chart (Continued)

Figure 2.5. Sample RASCI Chart

	Person 1	Person 2	Person 3	Person n
Task 1	R	I	A	S
Task 2	I	R	A	C
Task 3	R	C	A	S
Task n				

should have some role in fulfilling the mandate of the team or work group. Down the side list the actions or tasks that must be completed to accomplish the work (see Figure 2.5). Be as complete as possible.

- C. Together, for each task place a letter (RASCI) under the name of the person who:
1. Is responsible—the person who is ultimately responsible that the work be completed. This may be the person who actually does the work or directs others to do the work.
 2. Has approval—the person who has the legitimate authority to approve the adequacy of the deliverable (work), budgets, resource allocations, assignments, purchases, and so forth.
 3. Can provide support—the people who can provide administrative services or coordinate the logistics.
 4. Can provide counsel—the people with technical expertise, such as labor relations, legal, quality assurance, and others who can help teams fulfill their mandates.
 5. Should be informed—the people who need to know the status of the work or the decisions that were made, whether it be a matter of courtesy or to help them better schedule their own work or the work of others.
- D. Share the form with everyone whose name appears on the form and any others who may have a legitimate voice in how work is done to get their input.
- E. Use what you learn to modify the form.
- F. Begin to use the form as a guide and note where there are omissions or oversights.
- G. Modify the form as you learn what does and does not work.

Hint: Use the chart to resolve disputes or confusion over roles, responsibilities, and relationships.

TIPS

1. When you create project plans, include a line for governance and communication. Expand the time frame to beyond one year, certainly beyond the initial implementation so you can find out whether there were any unforeseen side effects.
2. Keep your work on management's and other stakeholders' agenda.
3. Develop a master calendar that shows when your management is meeting and when other key events occur.
4. Ask your manager or sponsor to represent your work at meetings and support keeping updates on the calendar.
5. Assume there is space on the agenda to hear about your work and send an email to the person preparing the agenda asking for three to seven minutes. Attach a headline or brief statement on the topic.
6. Just prior to the meetings or events, prepare a brief update on what has been accomplished to date in notes or a presentation format such as PowerPoint®. Give the updates to your boss, sponsor, or a representative of management to present on your behalf.
7. Meet with people who have led other major projects and ask what difficulties they may have had that caused ill feelings or delays due to lack of support and resistance from other groups. Use the information to develop some protocols to help you avoid the same difficulties in the future.

SUMMARY

Leadership depends on specific behaviors that reinforce or cue others to act in certain ways. However, in the absence of strong leadership you can provide direction through the design of governance structures and the formalization of operational protocols so people at all levels are continually reminded of what is important, where the organization is headed, and what's required of them.

WHERE TO LEARN MORE

Here are some books to help you provide direction for others.

- Hupp, T., Polak, C., and Westgaard, O. *Designing Work Groups, Jobs, and Work Flow* (San Francisco, CA: Jossey-Bass, 1995). Pages 80 through 83 have a very nice job aid to help you develop a cross-functional chart.
- Damelo, R. *The Basics of Process Mapping* (New York: Productivity Inc., 1996). This is a good little reference and about sixty-five pages in length.
- Panza, C. M. *Picture This . . . Your Function, Your Company* (Morristown, NJ: Panza, CMP Associates, 1989).

NOTES

1. Smith, M.E. Implementing Organization Change: Correlates of Success and Failure, *Performance Improvement Quarterly*, 15(1), 2002. Published by the Learning Systems Institute, Florida State University, in cooperation with the International Society for Performance Improvement.
2. RASCI Charts were developed by the Department of Defense and originally called Linear Responsibility Charts. They were used to clarify roles and responsibilities of people and functions assigned to large projects. The name "RASCI" evolved as the charts were adopted by defense contractors.
3. There were a total of twenty-one governing principles generated by the group. Only an excerpt is given here to illustrate the tone and intent of the document.

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