# Task 7: Establish roles, responsibilities, and decision-making channels

## Method: Roles, Responsibilities, and Decision Making

**Task Summary:** Having the right people on board with the necessary skills and dedication is essential. An advisory council can be appointed, composed of people who represent a cross section of the organization and key stakeholders. Individuals who will be responsible for and assist in implementation will need to be assigned to implementation teams. Communication and decision-making channels need to be very clear and agreed upon by all.

This task focuses on assigning responsibility for implementation of the plan. Forming an advisory council will be an important component (see the Advisory Council and Communication Resources section).

Other important components to consider include the following:

* Make sure that individuals who have tasks assigned to them are aware of their responsibilities and time frames.
* Make sure that the supervisor(s) of the responsible individuals understands the scope of responsibility and allocates time for task completion.
* Establish periodic reports to senior management on plan progress.
* Associate implementation to performance reviews.

Note: See the Roles and Responsibilities Resources section for additional sources.

The questions below reference two groups that could be helpful in implementing the plan. They each have different responsibilities and support the work outlined in the RACI chart in Task 6.

Advisory council (“C” in your RACI chart). Your council will have its own charge, but generally this group’s function is consultative. For example, individuals are to be consulted before a final decision is made or action is taken. This consultation means there is a predetermined need for two-way communication. Input from the advisory council is required.

Implementation group (“R” in your RACI chart). This group consists of individual(s) who actually complete the task. The “doer” is responsible for action/implementation. Responsibility can be shared. The degree of responsibility is determined by the accountable “A” individual.

**Directions:** Answer the following questions.

1. Advisory council. **Who has the knowledge, skill, and commitment to work with you? Who are the key stakeholders and thought and opinion leaders from within and external to the organization?** Note: **You can use the Stakeholder Analysis grid in Task 1 to identify advisory council members.**

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1. Implementation group. **Have you established mechanisms or structures to ensure the implementation of your plan and accountability? This information should be documented in a RACI chart (see Task 6).**

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1. Implementation group. **Are the responsibilities of each role clearly defined, and are required tasks outlined in a way that can be implemented? Has protected time been allotted for work in this area?** Note: **Task assignments should be recorded on your Goal and Strategy template (Tasks 4–6).**

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1. **What mechanisms do you have in place to communicate the strategic plan across the organization? Who needs to be involved to develop a communication plan?**

* **Who needs to see what level of detail?**
* **What do different audience segments need to know about the plan?**

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1. **What kinds of communication challenges are typical within your organization, and how can you overcome them? (You might want to refer back to the communication elements you developed in Task 1.)** Note: **Your communication plan will not be implemented until the plan is written.**

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