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**Module Learning Objectives**

As a result of participating in this module, you will be able to:

* Plan specific steps to bridge the gap between the current state and the desired state bringing both managerial and leadership skills to bear.
* Create a RACI chart that shows how work on specific tasks should be allocated.

**Module Assignment/s**

**CASE STUDY**

Arriving at the Founders Group meeting on Monday morning, you find that everyone else is already buzzing about what you’ve heard too – some of the newer employees put together a letter to the founders called “Grievances.” You can’t believe it – here you all are, working 70 or 80 hours a week, trying to build a great company that will benefit everyone, and all some people can do is complain! Irritated, you take your seat to hear the actual list of “grievances.”

Ten minutes later, you have to admit that the list isn’t outrageous at all. The employees presented their concerns professionally, and their points are valid, even eye-opening. Of course, as one of the top managers, you feel pretty bad, but Kim says, “This isn’t your fault – we’re all in this together and we all missed it. Now we just need to fix it.”

The most important items on the employees’ list are:

* Not having clear enough direction on practical matters, especially due dates
* Not having a clear enough understanding of the long-range vision for the company, three to five years out
* A feeling that the founders are running so fast that they have no time to talk with employees; things are disorganized
* While the employees realize that they are making good salaries, in exchange for the risk of signing up with a brand new company, they’re interested in more than money. They know the company is doing exciting, innovative things and they want to be part of the planning and operationalizing.

As a group, the founders decide to:

* Using the process of describing the current and desired states and options to bridge the gap, create a list of action steps, both managerial and leadership in nature, to let the employees know their concerns are being taken seriously.
* Design a RACI chart with at least six tasks that clarifies who is Responsible, Accountable, to be Consulted and to be Informed

Use the provided template, formatted as a memo to all employees, for both of these tasks.

|  |  |  |
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|  |  | Memo |
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To

**All Employees of Drastic Publishing, Inc.**

From

**Founders Group**

Subject

**Concerns about Management and Leadership**

Overview

As you may know, a group of employees recently forwarded a list of concerns to the Founders Group. There is no doubt that these employees had the best interests of the company at heart, and they expressed concerns that prompted the founders to re-examine both everyday practices at Drastic and more far-reaching plans for the company. The key expressed concerns were:

* + - Not having clear enough direction on practical matters, especially due dates.
    - Not having a clear enough understanding of the long-range vision for the company, three to five years out.
    - A feeling that the founders are running so fast that people and processes are disorganized.
    - A desire to be more involved in planning and operationalizing as we continue to innovate and grow.

Before getting into specific responses, we would like to thank these employees for their commitment to our collective future and their desire to be part of it. We, too, are hopeful and excited about Drastic’s future!

The Founders Group has taken these steps in response to the expressed concerns:

* + - Created a list of action steps, both managerial and leadership in nature, to let you know your concerns are being taken seriously.
    - Designed a RACI chart with at least six tasks that clarifies who is Responsible, Accountable, to be Consulted and to be Informed for each task; this is a technique we would like to continue to use.

Detail on these steps follows.

Management and Leadership Action Steps

As a team, the Founders Group commits to these steps:

|  |  |
| --- | --- |
| Management | Leadership |
|  |  |



RACI Chart: A New Tool

The Founders Group would like to introduce a new tool to Drastic’s standard process, called a RACI chart. Your managers will be trained in the use of this tool and will, in turn, train you. Here is a starting point to give you a sense of how this tool is used:

R = Responsible; actually does the work

A = Accountable; directs the work and ensures its completion

C = Consulted as appropriate

I = Informed of progress

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| --- | --- | --- | --- | --- | --- |
| TASK | Founders | Division Head | Department Head | Team Lead | Employees |
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