



新成新材料 XinCheng

New Materials

Pepperdine University MSOD Consulting Team

培普丹大学组织发展咨询顾问团队

May 2017

2017年五月

Agenda 我们的议程

- Day One Reflection
- Introduce New Participants
- Activity
- [Lunch]
- RACI Model
- Commitments

第一天的反思

介绍新的参与者

活动

午餐

RACI模式

承诺



Day One Reflection第一天反思: Your Dreams for XinCheng 信息发出者与接收者的挑战

- Every Person can Light up a Room

再微小的光也能点亮彼此的空间

- Growth Happens Everyday

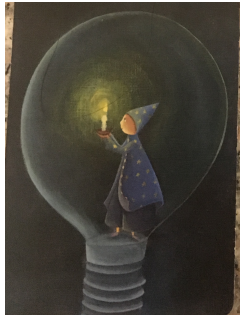
成长每天都在发生

- Light a Fire Forever and our Fire can Make Everyone Feel Warm

火炬永燃，温暖每一刻心

- Fly High to reach New Heights

飞得更高，成就更大





Day One Reflection: Sender – Receiver Challenge 信息发出者与接收者的挑战

- Clarify & Confirm

澄清和确认

- Connect with your Heart and Mind

链接您的心和脑

- Remember every story has many versions

记住：一个故事会有多个版本的解读



BUILDING MOMENTUM 建立动能

Introductions
介绍

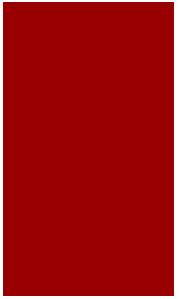


Collaborative Communication 协作沟通

The Marshmallow Challenge
棉花糖挑战

The Marshmallow Challenge

棉花糖挑战



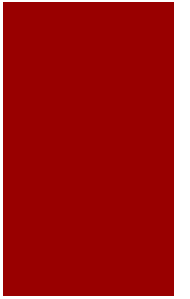
Form Small Groups

形成小组



The Marshmallow Challenge

棉花糖挑战



*Instructions*介绍

- Build a functional bridge that can support the weight of a toy train
建造一个功能性的桥梁，能支持起一个小火车
- Use only the toothpicks and marshmallows provided
只能使用所提供的牙签和棉花糖
- Remember to use what you learned about communication
别忘了使用你所学的沟通

The Marshmallow Challenge

棉花糖挑战



DEBRIEF总结

- How did you decide roles and responsibilities?
你们是如何决定角色和职责的？
- How did you make decisions?
你们是如何决策的？
- What was your shared vision?
你们所分享的愿景是什么？
- If you didn' t understand something, did you ask?
如果你有不懂的东西，您会提问吗？
- What would you do differently if you could do this activity again?
如果你们再次开展这个活动，大家会做些什么不一样的事情？



LUNCH
午餐



Responsibility Charting

责任图表

Responsibility Charting 责任图表

- Resolve process ambiguities through collaborative effort
通过群体协作和努力去解决流程上的不清晰
- Systematic discussion about necessary actions for successful result
系统讨论取得成功的必要行动

Why Responsibility Charting?

为什么要用责任图表

- Clarify confusion & determine “who does what”
澄清疑惑不清之处，并确定 “谁做什么”
- Ensure every task is assigned
确保每项任务都被分配
- Identify lines of communication (one-way & two-way)
确认沟通的方式（单通道 & 双通道）
- Avoid duplicate effort
避免重复的无用功

Uses for Responsibility Charting

如何使用责任图表

- For a new project to define roles or a group re-organization
定义一个新项目的角色或重新组织群体
- To identify the demand on an individual or group
识别个体和群体的要求
- To resolve an interdepartmental conflict
解决一个跨部门的冲突

Uses for Responsibility Charting

如何使用责任图表

- To determine the roles and responsibilities in an organization
确定组织里的角色和职责
- When someone new joins a team
当有新人加入团队
- When decision making processes aren't clear or team is unsuccessful
当决策流程不清晰，或者团队不成功时

Change Management 改变管理

Responsibility Charting works to resolves the following issues in organizations:
责任图表在组织内解决以下问题：

Role conception: What people think their jobs are
角色设想：人们如何看待他们的工作

Role expectation: What others believe a person's job function is or should be
角色期待：其他人如何看待这个工作职能，或者这个工作职能应该是什么

Role behavior: What people actually do
角色行为：人们的真实做法是什么

RACI



Responsible

谁负责



Accountable

谁批准



Consulted

咨询谁



Informed

告知谁

Responsible 谁负责

- Individual who completes the task
在个人层面上完成的任务
- Action & implementation
行动和推进



Accountable 谁批准

- Ultimately answerable for decision/activity
对决定和活动的最终话语权
- “Yes/No” authority
“肯定/否定” 的授权
- Veto power
投票的权利



Consulted 咨询谁

- Consulted prior to final decision/action

在做决定和行动前向谁咨询

- Typically subject matter expert

典型主题的问题专家

- Two-way communication

双向沟通



Informed 告知谁

- Informed after decision/action taken
当决定和行动后的通知范围
- One-way communication
单向沟通



Creating a RACI Matrix

创建一个RACI矩阵

Step 1 第一步

- Identify tasks识别任务
- List tasks in order of completion完整的罗列任务

Tasks 任务					
Task 1					
Task 2					
Task 3					
Task 4					

Step 2 第二步

- Identify project roles识别任务角色
- List across top of chart在横轴最上方列出



Tasks 任务	Analyst 分析员	Developer 开发者	Manager 经理	VP 副总裁	Chairman 高级副总裁
Task 1					
Task 2					
Task 3					
Task 4					

Step 3 第三步

- Collaboratively discuss tasks and fill in matrix
群体讨论任务并填入矩阵
- Review each task to have **responsible** and **accountable** roles
讨论每个任务的责任人和决定人
- Ensure only one role **Accountable** for each task- mitigate conflicts
确定每一个任务只有一个决定人 – 减缓冲突

Tasks 任务	Analyst 分析员	Developer 开发者	Manager 经理	VP 副总裁	SVP 高级副总裁
Task 1	C	R	A	I	I
Task 2	C	A	R	I	I

Step 4 第四步

- Share & discuss RACI with team before project begins
在项目开始前与团队分享并讨论RACI矩阵



“What if, and I know this sounds kooky,
we communicated with the employees?”

我知道这听起来有点怪，
但要是我们先跟员工沟通了会怎样呢？

Enhancing RACI Effectiveness

强化RACI的效果

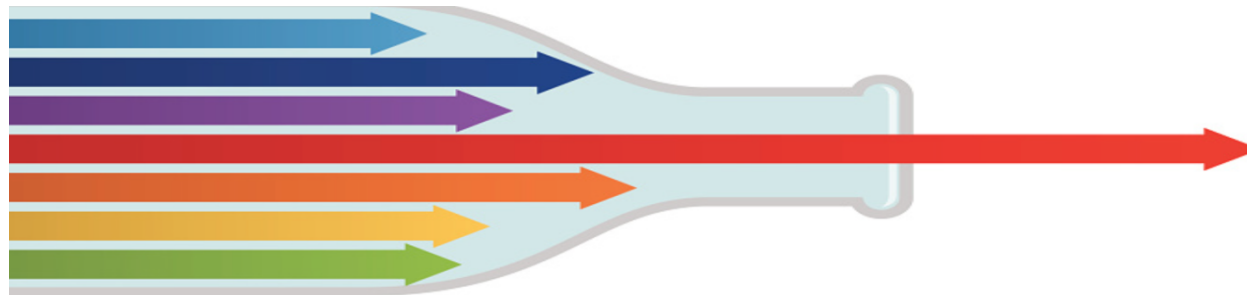
Responsibility vs Accountability

谁负责VS谁批准

- Be explicit about who is the decision-maker
清晰的说明谁是决策人
- Accountability is process owner/driving the work forward
决策人是流程的驱动者，推进工作前进
- A's need to get needs met from R's, get inputs from C's, manage communication to I's
决策人需要从负责人处获得需求，从咨询者处获得信息输入，并做好与被告知者的沟通

Avoid Bottleneck 避免瓶颈

- Too many people with approve/veto function slows task completion
太多人参与到审批/投票功能中会降低任务完成的速度
- One person with approve/veto function on many decisions creates bottleneck
一个人负责多项审批/投票功能会创造瓶颈



Minimize Consults 最小化咨询

- Roles being consulted should be necessary (consider SMEs)
有被咨询的角色是很有必要的（考虑SMEs）
- Don't give consult role as “feel good” contact
不要给被咨询的角色一种“自我感觉良好”的错觉



Essentials Only 只做必要的事

- If no empty spaces in a row, consider if role must be involved in every step
- 如果在一条线上没有空的空间，考虑一下该角色是否有必要参与每一步行动
- Reduce “C” & “I” roles if possible
- 如果可能，尽量减少咨询者和告知者

Tasks	Analyst	Developer	Manager	VP	CEO
Task 1	C	R	A	I	I
Task 2	C	A	R	I	I
Task 3	I	I	C	R	A
Task 4	R	C	A	I	I

It's time to put this tool into practice!
是时候让我们学以致用了！

Break into 4 groups

分成四个小组

Your Task 你们的任务

- Create a RACI Matrix for the scenario given to your group
根据小组的情景，创建一个RACI矩阵
(see handout 详见所发资料)
- You will have **20 minutes**
请在20分钟内完成

Debrief

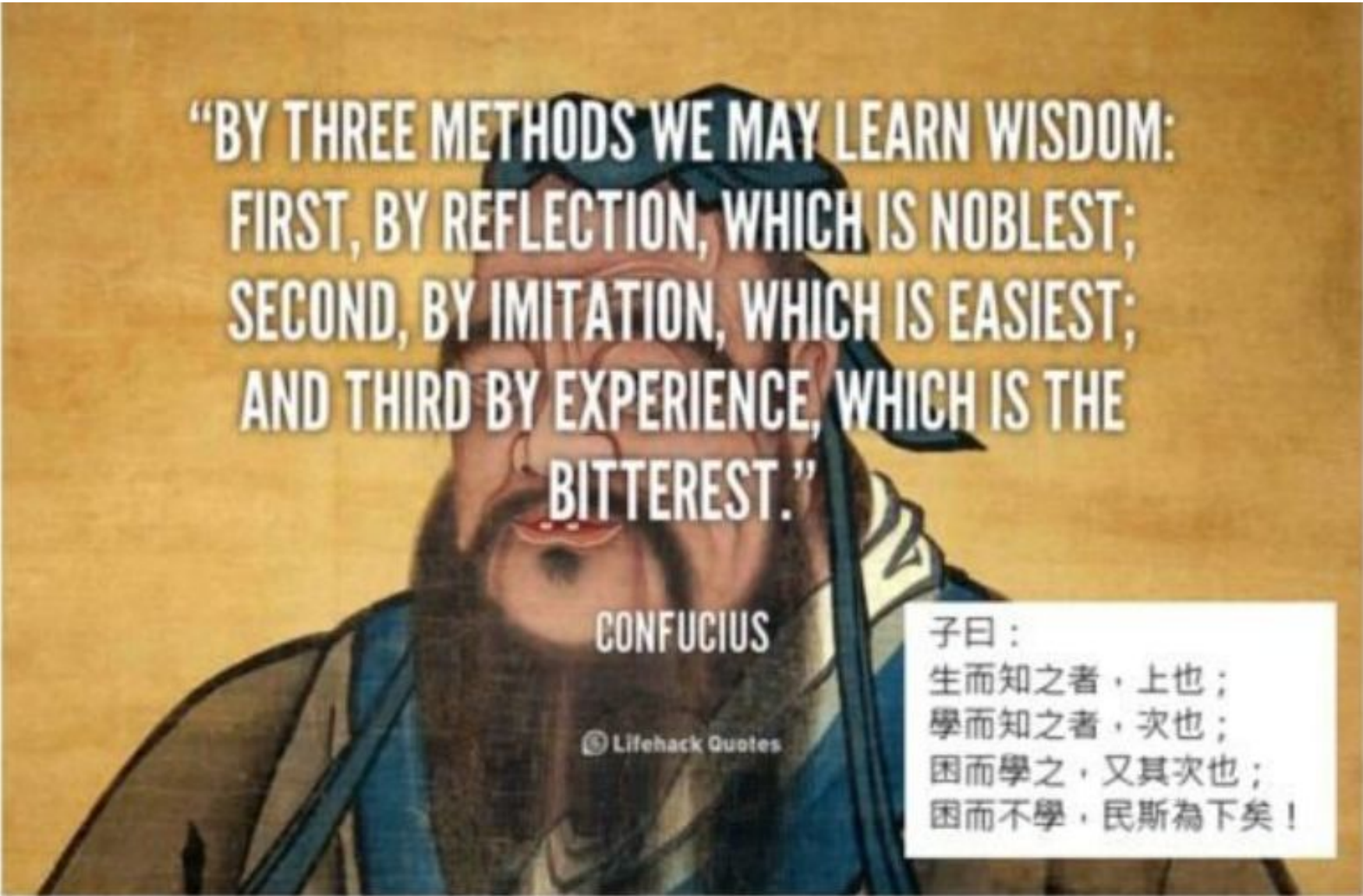
汇报

Your Task 你们的任务

- Create a RACI Matrix for the scenario for a process in your department
请为您的部门工作流程设计一个场景，并创建一个RACI矩阵
- You will have **20 minutes**
请在15分钟内完成

Reflection

反思



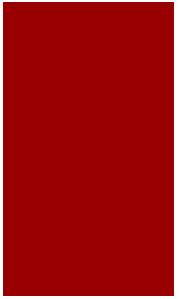
**"BY THREE METHODS WE MAY LEARN WISDOM:
FIRST, BY REFLECTION, WHICH IS NOBLEST;
SECOND, BY IMITATION, WHICH IS EASIEST;
AND THIRD BY EXPERIENCE, WHICH IS THE
BITTEREST."**

CONFUCIUS

© Lifehack Quotes

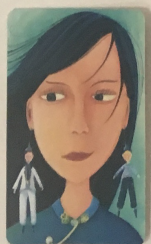
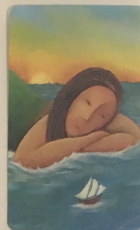
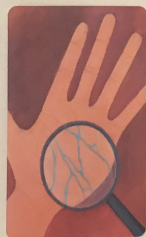
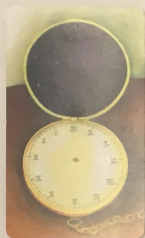
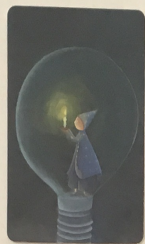
子曰：
生而知之者，上也；
學而知之者，次也；
困而學之，又其次也；
困而不學，民斯為下矣！

Commitments行动计划



What is your commitment to move this work forward?

把所学投入到工作中，您有何行动计划？



THANK
YOU
谢谢参与