

BART

Boundaries
Authority
Responsibilities
Tasks

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THE WORK OF LEADERSHIP

Leadership moving through the Supply Chain or Project-Driven Initiative

Leadership is a combination of boundaries, authority, responsibilities and tasks (BART). Within the Supply Chain, or other project-driven initiatives, leadership moves through the organization with the product or service. For example, when a new product is in the design phase boundaries, authority, responsibilities and tasks are found within the design team. If products are needed to purchase raw materials for the project, these leadership responsibilities then move to the purchasing or sourcing department. As the product or service moves to manufacturing or implementation the leadership responsibilities also move. Thus, in project-driven initiatives leadership is “handed-off” to the functional departments as the initiative moves toward completion. In project-driven initiatives just like in a relay race, a successful handoff is a critical component for success.

Therefore within Supply Chain, or any project-driven initiative, it is necessary to identify the BART between all of the project components, deliverables and teams. This document will detail each of the four stages of BART so that individuals involved in project-driven initiatives can understand and apply a BART framework before the project begins.

For successful project-driven initiatives each team should understand where the boundaries, authority, roles and tasks begin and end for each team and for each team member within that work team. Each team needs clarity as to when and where the hand-offs occur between the teams as the boundaries, authority, role and tasks shift from one team to the next. With the BART framework countless hours of confusion and finger-pointing can be avoided and thus opportunities for cost savings and innovation are fostered.

At the early stages of successful project-driven initiatives a BART meeting is held where all team members ask key questions to understand the scope of the whole project, each team’s contributions and timelines. A mind map is drawn explaining the BART for each team with key “hand-off” points described with timelines. Below is a short explanation of the BART framework, with key questions that can be asked by individuals or teams to apply this framework to their “piece” of a project driven initiative.

Boundaries:

Create and establish clear boundaries for the work to be accomplished. Defining scope, budget, interests and influence will help the work group know when to forge ahead, and when to seek input and/or permission.

Key Questions:

- What is the scope of this team?
- What is the scope of influence for this team?
- When and for what is permission needed?
- What can be accomplished or spent without asking anyone?
- How and where does this team “hand-off” to the next team?

Authority:

Authority is often defined as the right to do the work in service to the task. Understanding personal authority and the authority within the group will allow understanding and avoid chain of command issues such as who reports to whom. Knowledge of authority clarifies what can be delegated and what can be assigned to others. Lacking clear authority, groups tend to move into confusion and assigned tasks require extra effort to accomplish.

Key Questions:

- Who reports to whom?
- Who do you report to?
- What authority do you have over anyone?
- What can you change in the project without getting permission?
- What do you do when someone on your team does not deliver?
- Who do you talk to when another team is not getting you the information you need?

Responsibilities:

This is the team’s specific goal(s) for completing their scope of the entire project. These responsibilities are at the team level, with definitions needed to complete task. Team members must be able to define individual future efforts in service to the scope of the work so that they can bring energy and action. A lack of clear responsibilities creates an environment where the team is often guessing where they fit in. The more that responsibilities are delineated, the easier it is for other members to rely and to delegate effectively, based on clarity and expertise.

Key Questions:

- What is the content and scope of the work to be done?
- At the end of each week/month/year, what is to be done?
- What should be accomplished by each team member within the project?
- What are the major milestones and what is the work breakdown?

Tasks:

Finally, the issue of task is the concrete set of items to be accomplished, the end toward which all efforts are directed. The tasks are concrete, finite and defined deliverables.

Key Questions:

- What is the task to be accomplished?
- What are the steps needed to take to accomplish responsibilities?
- What are the actions steps for each team member's contributions?
- Describe processes for each team member to complete the responsibilities.
- What measure will be used to evaluate accomplishment of task?
- What are the due dates?

Conclusion

BART brings clarity to teams and allows them to be more productive.

Works cited:

Hayden, C. & Molenkamp, R. (2002). Tavistock Primer II. Published from The A.K. Rice Institute for the Study of Social Systems. Jupiter, FL.