# Role Mapping Workshop

## Facilitator Guide — One Hour to Clarity

*A companion resource from Agile Meets AI, Appendix C2*

## Before the Workshop

| Invite the Right People | Pre-Work for Participants |
|---|---|
| • Team members who do the work<br>• Leaders who need visibility<br>• Stakeholders who depend on outputs<br>• People frustrated with current confusion | Ask each person to list 3 activities causing confusion:<br>• Where do you waste time asking "who handles this?"<br>• What decisions take too long?<br>• What work gets dropped? |

## RACI Quick Reference

| | | |
|---|---|---|
| **R** | **Responsible** | Does the work. Can be multiple people. |
| **A** | **Accountable** | Owns the outcome. Only ONE per activity. The buck stops here. |
| **C** | **Consulted** | Provides input that changes decisions. Use sparingly. |
| **I** | **Informed** | Kept updated. No input required. Cut ruthlessly. |

## One-Hour Workshop Agenda

| Time | Activity | What to Do | Facilitator Tips |
|---|---|---|---|
| 0:00-0:10 | **Set Context** | • Review current pain points<br>• Share the goal for the session<br>• Explain RACI (use reference above) | *Ask: "What will be different if this works?"* |
| 0:10-0:25 | **List Activities** | • Brainstorm critical activities (sticky notes)<br>• Group into categories<br>• Vote on the top 10 causing confusion | *Use the 80/20 rule — map only activities causing real pain* |
| 0:25-0:45 | **Assign RACI** | • Go activity by activity through the top 10<br>• Assign R, A, C, I for each role<br>• Call out conflicts as you go | *Time-box debates to 3 min. Note unresolved items and move on.* |
| 0:45-0:55 | **Identify Issues** | • Review for red flags (no A, multiple A's)<br>• Note overloaded roles<br>• Flag activities needing more discussion | *Ask: "Who faces consequences if this goes wrong?" That's your A.* |
| 0:55-1:00 | **Next Steps** | • Assign someone to document the matrix<br>• Schedule follow-up (2 weeks)<br>• Set first quarterly review date | *The matrix is a hypothesis to test, not a final answer.* |

## When Disagreements Arise

| **"Both think they should be A."**<br>Ask: "Who faces consequences if we prioritize wrong?" That's your A. The other provides critical input — they're C. | **"Everyone wants to be C."**<br>Ask: "Whose input is essential vs. nice-to-have?" Essential = C. Nice-to-have = I. Too many C's creates paralysis. |
|---|---|
| **"Nobody wants to be A."**<br>This reveals a deeper issue. Why? Overloaded? Don't think it matters? Don't know how? Address the root cause first. | **"Can't resolve in 3 minutes."**<br>Note it, move on, schedule a separate discussion. Don't let one item derail the whole workshop. |

## After the Workshop

☐ Document the matrix and share within 24 hours

☐ Post in team workspace (physical or digital), not buried in SharePoint

☐ Reference it in the next standup: "According to our matrix, who owns this?"

☐ Test with a recent decision that caused confusion

☐ Schedule 2-week check-in and quarterly review

> **Success Indicator:** If new team members don't reference the matrix in their first month, either the matrix isn't useful or people don't know about it. Fix either problem.