

Distribution of roles, responsibilities and powers tool

A successful integration depends on you having sufficient knowledge of the current distribution of roles, responsibilities and powers. Your arrival, and possibly that of another family member or partner, as business owner will require a restructuring of roles and responsibilities. The **Distribution of roles, responsibilities and powers** tool will enable you to determine what role you want to have in the business both during the co-management period and after the transaction has been completed.

The purposes of this tool are to:

- identify each employee's duties and level of responsibilities;
- clarify your role and responsibilities within the business (current and future);
- determine (if possible) the retirement date of the current owner;
- determine what type of power you want management to have.

Instructions:

To begin your reflection process, write down key information in the various sections and read the comments on the potential effects the answers may have on you and on the business.

Distribution of roles, responsibilities and powers

1. WHO RUNS THE BUSINESS?

(Checkmark the statement that best describes the business management structure)

- A single person
- A couple
- A team of managers

Comments:

If the business is managed by a single person, it probably means that power is centralized and that decisions rest completely on the shoulders of one individual. You will be collaborating with someone who is not used to working in a team and who may have difficulty delegating responsibilities or trusting another person. Effective communication between the transferor and the successor is essential.

A business that is managed by a couple — two people with the same vision, well-defined roles and complementary strengths — makes for a more interesting scenario within which the work climate will likely be harmonious. However, you will need to negotiate your role with respect to both these people, and this is not always an easy task. On the other hand, you must be very careful if the couple appear to have a conflictual relationship. Conflict often leads to low employee morale and a negative work environment. The successor may face a huge challenge to improve the situation, in addition to the difficulty of establishing an effective channel of communication between you and the two transferors.

If the business is run by a team of managers, you will need to become part of the team, get to know the members and earn their trust. A strong management team provides an element of stability to the business, whose growth is not dependent solely on one person.

Distribution of roles, responsibilities and powers

2. IS THERE A PLACE FOR YOU IN THIS BUSINESS? (IF NOT CURRENTLY AN EMPLOYEE)

(Checkmark the answer that best describes your opinion)

- Yes
- No
- I don't know

Comments:

If you answered "No" or "I don't know" to this question, confirm whether your perception is accurate and whether the owner-managers want you to join the business (mainly in the case of a family business). If their response is negative, you need to think about either looking for another business or postponing your acquisition project.

Distribution of roles, responsibilities and powers

3. WHAT IS YOUR CURRENT POSITION WITHIN THE BUSINESS? (AS APPLICABLE)

(Checkmark the answer that best represents your situation)

- Owner-manager
 - Specify:
 - Minority shareholder
 - Majority shareholder
 - Other: _____
- General manager
- Other position
 - Specify:
 - Administration
 - Production
 - Business development
 - Human resources
 - Other: _____

Comments:

In the case of a business with several available positions, the inherent roles and responsibilities of the position you hold have a direct impact on what other employees think of you. Most people have an opinion or perception of each position. For example, if you are the Human Resources manager and would like to become General manager you must demonstrate strong leadership and administrative skills if you want employees to believe in your ability to manage the business.

Accordingly, current managers and employees will not place the same level of trust in a young successor who joins the business with 20% of shares compared to someone who has been a long-time shareholder. The powers and knowledge transfer plan will allow the successor to gradually take over as owner-manager.

Distribution of roles, responsibilities and powers

4. DO YOU KNOW WHO DOES WHAT IN THE BUSINESS?

(Fill out the table)

Comments:

In order to ensure successful management and operation, it is very important to know who does what in the business. We suggest you fill out the table below to record the data.

NAME OF PERSON IN CHARGE	DUTIES/RESPONSIBILITIES

Distribution of roles, responsibilities and powers

5. WHAT POSITION WOULD YOU LIKE TO HOLD IN THE BUSINESS ONCE THE TRANSACTION IS COMPLETED (IF APPLICABLE)?

(Checkmark the answer that best represents your goal)

- Owner-manager
- General manager
- Other positions

Specify:

- Administration
- Production
- Business Development
- Human Resources
- Other: _____

Comments:

If your selection differs from the position you currently hold, we suggest you develop a plan for acquiring the skills you need in order to be successful in the position you aspire to hold. Your personal challenge will be to follow the learning goals outlined in your plan. To help implement your plan, read Section 5 of the Taking the leadership reins, Successor Training Plan, Directory of educational practices to promote knowledge transfer and successor training.

Distribution of roles, responsibilities and powers

6. WHO WANTS WHAT JOB?

(Fill out the table)

Comments:

You must know what the intentions of the key business stakeholders are regarding the transfer so as to better manage their expectations and develop partnerships. We suggest you fill out the table below to record the data.

WHO: STAKEHOLDERS	WHAT: ROLES, RESPONSIBILITIES AND DUTIES

Distribution of roles, responsibilities and powers

7. WHAT TYPE OF POWER DO YOU SUPPORT?

(Checkmark the answer that best represents your notion of power as it relates to decision-making)

- A micromanager who controls every detail
- A management team
- Basic decision-making power

Comments:

We caution that you avoid falling into the trap of micromanaging and controlling every last detail. This form of leadership is unfortunately still widespread and is not conducive to promoting the growth of a business and the personal growth of its employees. In fact, it can lead to low employee morale and high turnover.

If you opt for putting together a team, seek advice from a management committee. You can also choose to delegate certain powers to key individuals in order to show employee appreciation and to promote a work environment that is conducive to productivity, efficiency and retention.

8. DO YOU KNOW WHEN THE CURRENT OWNER-MANAGER PLANS TO RETIRE?

(Checkmark the appropriate answer)

- Yes, the planned date is _____
- No

Comments:

If you answered "No" you will need to meet with the owner to determine when he plans to retire and what role he wants to play during the transfer of powers. The owner-manager's intention and readiness to retire will be clear if he can set an actual date. If the owner is vague about the details, it may mean that he has not yet completed his reflection process.

9. IN YOUR OPINION, WHO, OTHER THAN YOURSELF, CAN BE THE NEW OWNER?

Your choice: _____

What is the reason for your choice? _____

