Activity Chart Template

Map What Actually Happens vs. Org Chart Assumptions

Purpose

The Activity Chart reveals the truth about who does what in your organization. Unlike org charts that show reporting structures, Activity Charts map actual work flow, decision-making, and accountability.

The A/J/E Framework

A = Accountability (Owns the outcome)
- Single person responsible for results
- Can't be shared or distributed
- Answers "who gets fired if this fails?"

J = Judgment (Makes decisions)
- Applies expertise to non-routine situations
- Exercises discretion
- Can't be easily automated

E = Execution (Does the work)
- Follows procedures
- Implements decisions
- Often automatable

How to Complete

1. **List 5-7 Critical Activities**
   - Pick activities that matter to velocity
   - Focus on cross-functional work
   - Include both routine and strategic

2. **Map Current State**
   - Who currently does what?
   - Mark A, J, or E for each person
   - Estimate time spent
   - Assess value created

3. **Design Future State**
   - Who should do what?
   - Can E be automated?
   - Should J be delegated?
   - Is A at the right level?

Example Analysis

ACTIVITY	CURRENT	A/J/E	TIME	VALUE	SHOULD BE	ACTION
Protocol Amendment	VP Clinical Ops	A	40hrs	Medium	Clinical Director	Delegate down 2 levels
Protocol Amendment	Medical Director	J	2hrs	High	Same	Keep
Protocol Amendment	Clin Ops Manager	E	60hrs	Low	Automated	Build template system

Key Insights

Red Flags:
- Multiple people have A for same activity (diffused accountability)
- Senior people doing E work (misaligned value)
- J work sitting idle waiting for meetings (decision bottlenecks)
- Same person has A/J/E for everything (single point of failure)

Good Patterns:
- A is one level up from J
- E is being automated or eliminated
- J happens at information source
- Time spent matches value created

Common Discoveries

1. **Accountability Gaps**
   - Critical activities with no clear A
   - Or worse: everyone thinks someone else is A

2. **Judgment Misplacement**
   - Senior leaders making routine decisions (should be E or automated)
   - Junior people making strategic calls (need J from experience)

3. **Execution Waste**
   - Highly paid people doing E work
   - E work that could be automated
   - E work that shouldn't exist at all

After the Activity Chart

Quick wins:
- Move E work to automation or junior roles
- Delegate J down to information source
- Clarify single A for each activity

90-day rocks:
- "Reduce exec time on E work by 80%"
- "All routine decisions automated or delegated"
- "Clear single-threaded owners for top 10 activities"

Download the Excel template to map your organization's actual work patterns.