WORKSHEET + WORKED EXAMPLE

Who Does What? Build a RACI

An editable RACI table and a list of role agreements that still need confirming.

30 minutes | RACI · Responsible / Accountable / Consulted / Informed

Use it in three moves

1. List concrete activities or deliverables, one per row. Avoid a row as broad as “manage the project.”

2. Assign who does the work, one accountable owner, who must be consulted, and who needs an update. A person may be both R and A.

3. Confirm the proposed roles with the people named. RACI maps work; use RAPID for a difficult decision’s roles.

Give the matrix a boundary

Which recurring process or set of deliverables are you mapping? What is outside it?

Check authority and capacity

Who needs to confirm these roles? Include access, time, decision boundaries, and what happens when a named person is away.

Set the first review

Choose a date or next work cycle. Look for gaps, duplicated approval, overloaded contributors, and people consulted too late.

A question for me

Who has been assigned responsibility without the means to act?

See one way through

FICTIONAL WORKED EXAMPLE / NOT THE ANSWER TO YOUR SITUATION

Give the matrix a boundary

Monthly customer report: prepare, check, approve, and publish. Product prioritization is outside this matrix.

Check authority and capacity

The analyst, service lead, and customer partner will review this together. A named role is a proposal until they agree it.

Set the first review

Review after the next monthly report. Ask whether approval was clear and whether the customer partner had time to contribute before sign-off.

Example item 1

Activity or deliverable: Prepare the draft report

R · Does the work: Analyst

A · Accountable owner: Service lead

C · Consulted: Customer partner

I · Informed: Account team

Agreement status: Proposed: confirm analysis time

Example item 2

Activity or deliverable: Approve the final report

R · Does the work: Service lead

A · Accountable owner: Service lead

C · Consulted: Customer partner

I · Informed: Analyst

Agreement status: Confirmed at planning review

The thinking behind it

Responsibility without time, access, or authority leaves someone carrying an impossible promise. Treat role clarity as an agreement about support as well as ownership.

RACI is a widely used responsibility-assignment matrix. R means doing the work, A means accountability for the outcome, C means two-way input, and I means receiving an update. This tool uses one accountable owner per row and at least one responsible person. It is separate from Bain's RAPID decision framework.

Association for Project Management · Responsibility and RACI

Read You Have a Culture Problem by Nic Payne

A RACI to agree together

One concrete activity per row. One accountable owner. Check capacity, authority, and agreement.

Activity / deliverable	R · Does the work	A · Accountable	C · Consulted	I · Informed	Proposed / confirmed

What needs confirming? Who will check, and when?