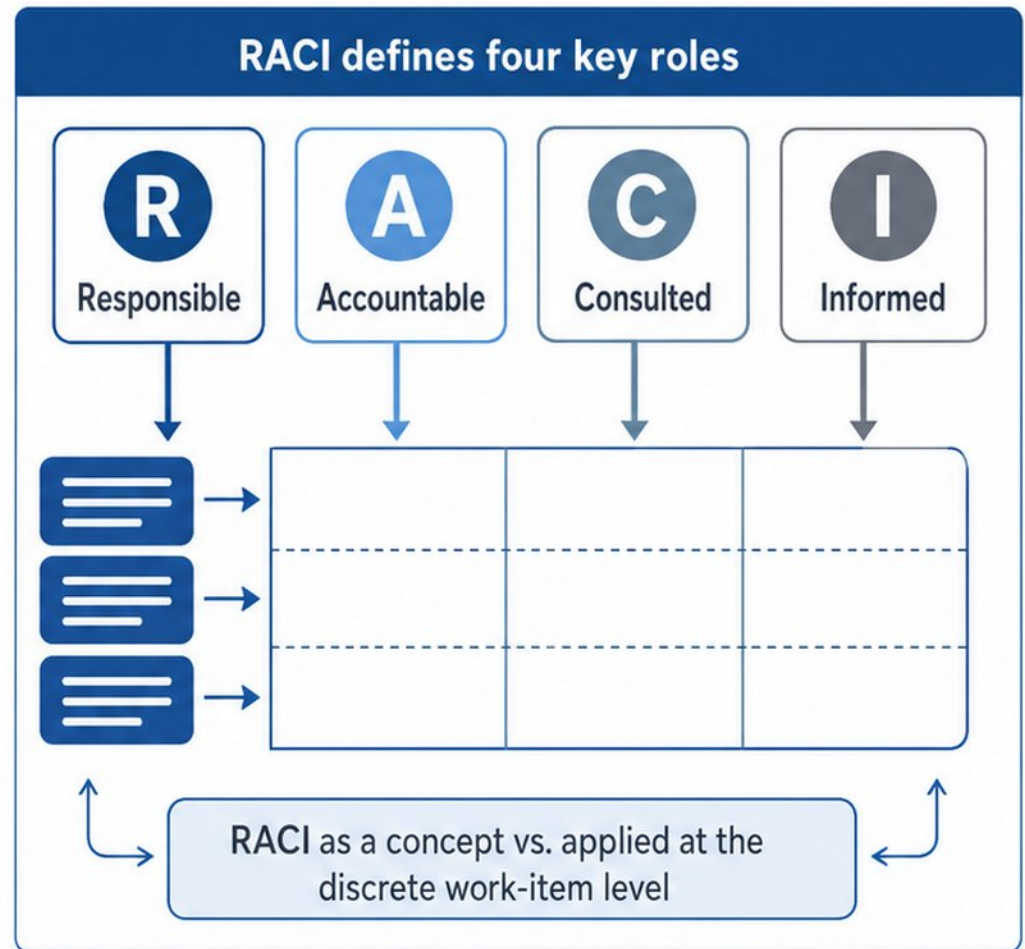


Introduction to Clarifying Project Roles with RACI

- 65% of projects fail due to unclear roles and responsibilities (PMI 2023)
- RACI defines four key roles: Responsible, Accountable, Consulted, Informed
- RACI as a concept vs. applied at the discrete work-item level
- Goal: assign crisp ownership for concrete tasks to accelerate decisions
- Agenda: definitions, construction, pitfalls, cross-team applications, practical integration



Symptoms of Role Ambiguity and the RACI Solution

BEFORE: ROLE AMBIGUITY



AFTER: RACI CLARITY



- Duplicated effort, stalled approvals, and decision bottlenecks



- 11.4% of project investment wasted from poor performance



- Clear roles: 2.5x more likely to finish on time



- RACI maps four roles to every task and decision



- Transforms individuals into a coordinated team

Core Definitions: Responsible vs. Accountable



Responsible (R): Executes the work to complete the task; ideally one R per task.



Accountable (A): Single owner who signs off and owns the outcome—cannot be delegated.



R executes, A owns the final result. Same person for both collapses oversight.



Golden rule: Exactly one Accountable per work item, no exceptions.

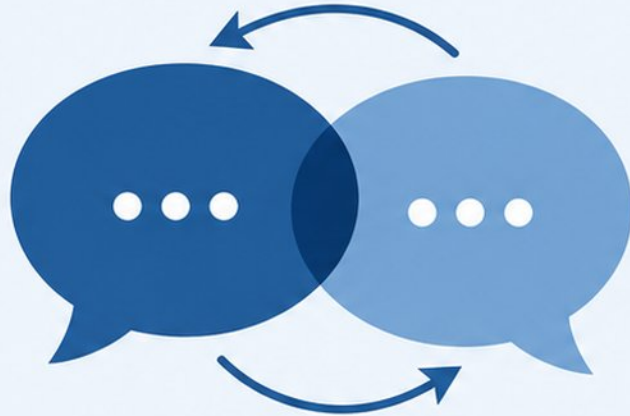


Example: Junior dev is R for a feature; Tech Lead is A for spec compliance.



Core Definitions: Consulted and Informed

CONSULTED (C)



- **Consulted (C):** Two-way input actively sought before a decision or action

INFORMED (I)



- **Informed (I):** One-way notification after a decision or action — no contribution expected



- **The high-stakes boundary:** Misclassifying C as I blindsides key experts



- **The filter for C:** "Would their input genuinely change the outcome?" If not, make them Informed



- **Best practice:** Keep C list ruthlessly small; keep I list relevant to avoid notification fatigue

Why Work-Item-Level RACI Matters



"Develop the product" is a project phase, not a work item



Phase-level RACI diffuses accountability; no single owner emerges



Granular tasks prevent handoff chaos: every deliverable has an owner



Cross-functional RACI yields a 31% reduction in rework (McKinsey 2023)



Target milestones and decisions where clear ownership is critical





Constructing a RACI Chart: Step-by-Step



- List specific work items or decisions, not vague project phases



- Identify relevant roles (not just names) across the top



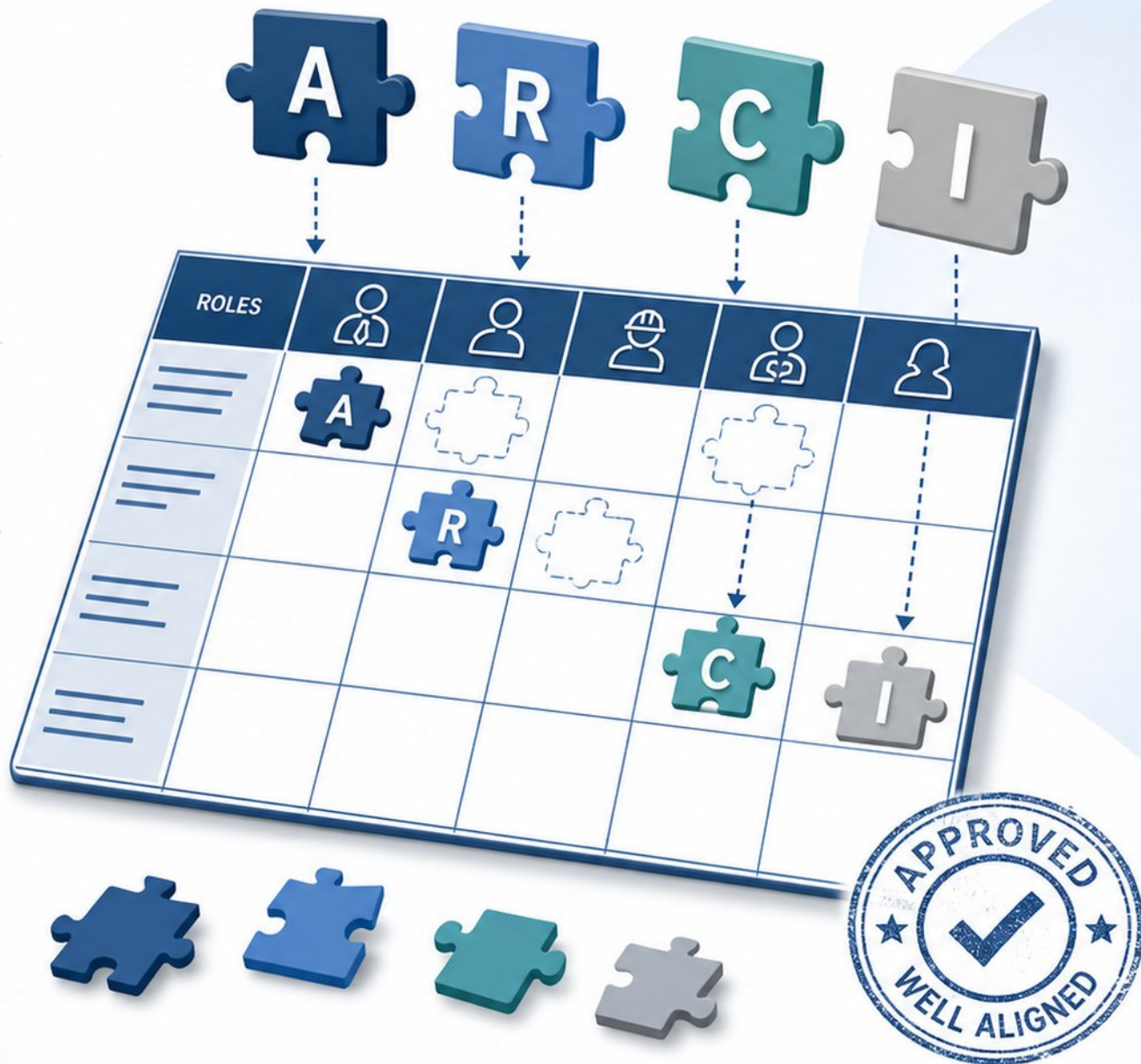
- Assign A and R first for each row, add C and I sparingly



- Validate: one A per row, no missing Rs, columns not overloaded



- Calibrate in a team workshop—never build a RACI in isolation



RACI Rules and Health Checks



- Non-negotiable: Exactly one Accountable per work item; at least one Responsible”



- Audit columns to avoid bottlenecks — no single person as A on 80% of tasks”



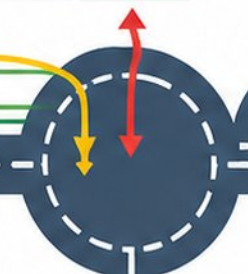
- Every Consulted is a dependency; convert unnecessary C's to Informed for speed”



- A role Informed on every task may not need to be in the matrix at all”



- Sparse matrix indicates healthy role assignment — don't force-fill every cell”



Common Pitfalls and Anti-Patterns



- **Multiple Accountables** cause gridlock: "two As = no one truly owns it"



- **Confusing RACI** with an org chart: assign task roles, not job titles



- **Set-and-forget failure**: outdated matrices route approvals to ex-employees



- **The blame game risk**: weaponizing the matrix erodes team trust

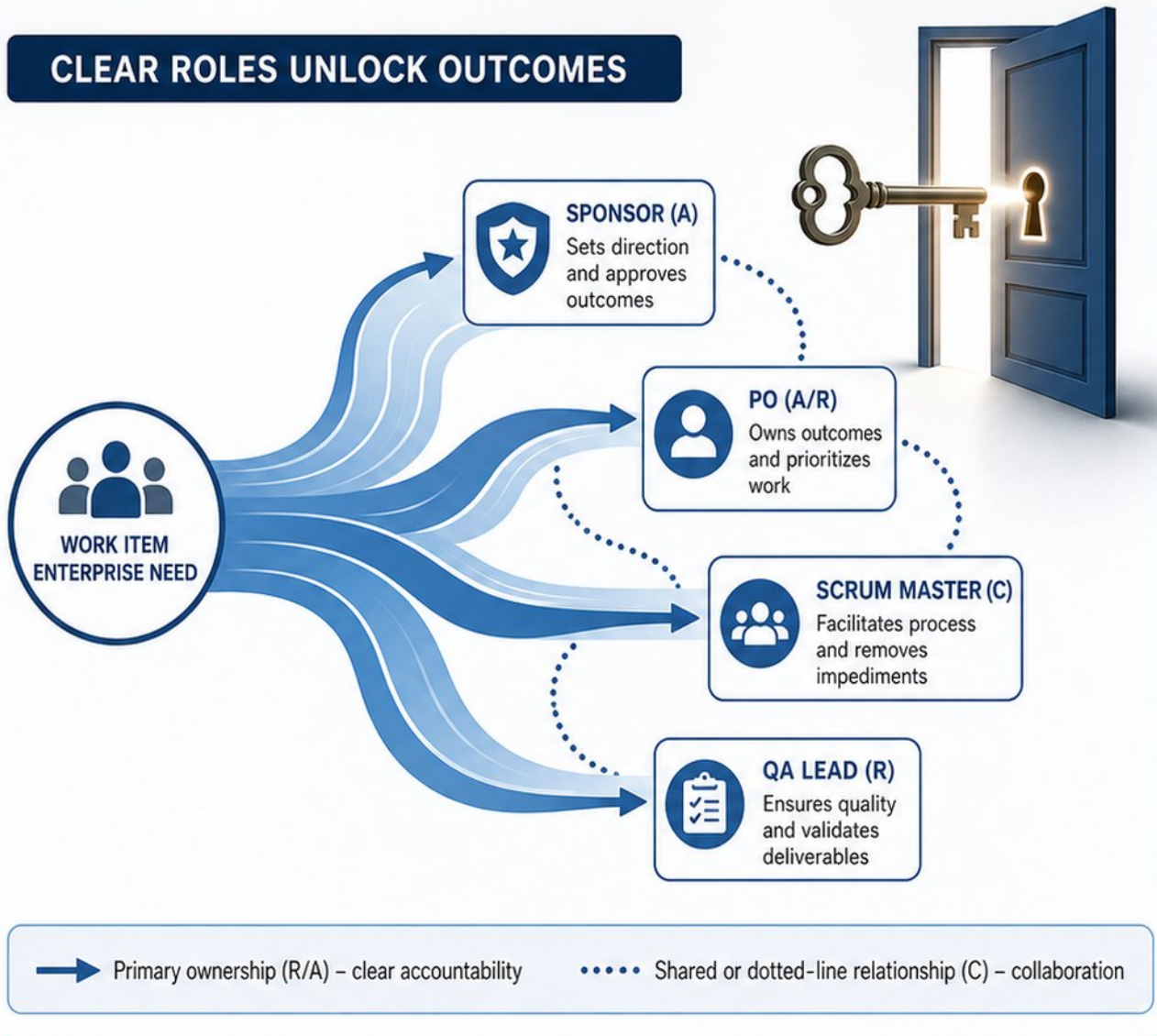


- **Spreadsheet graveyard**: a static chart in a drive has zero daily influence



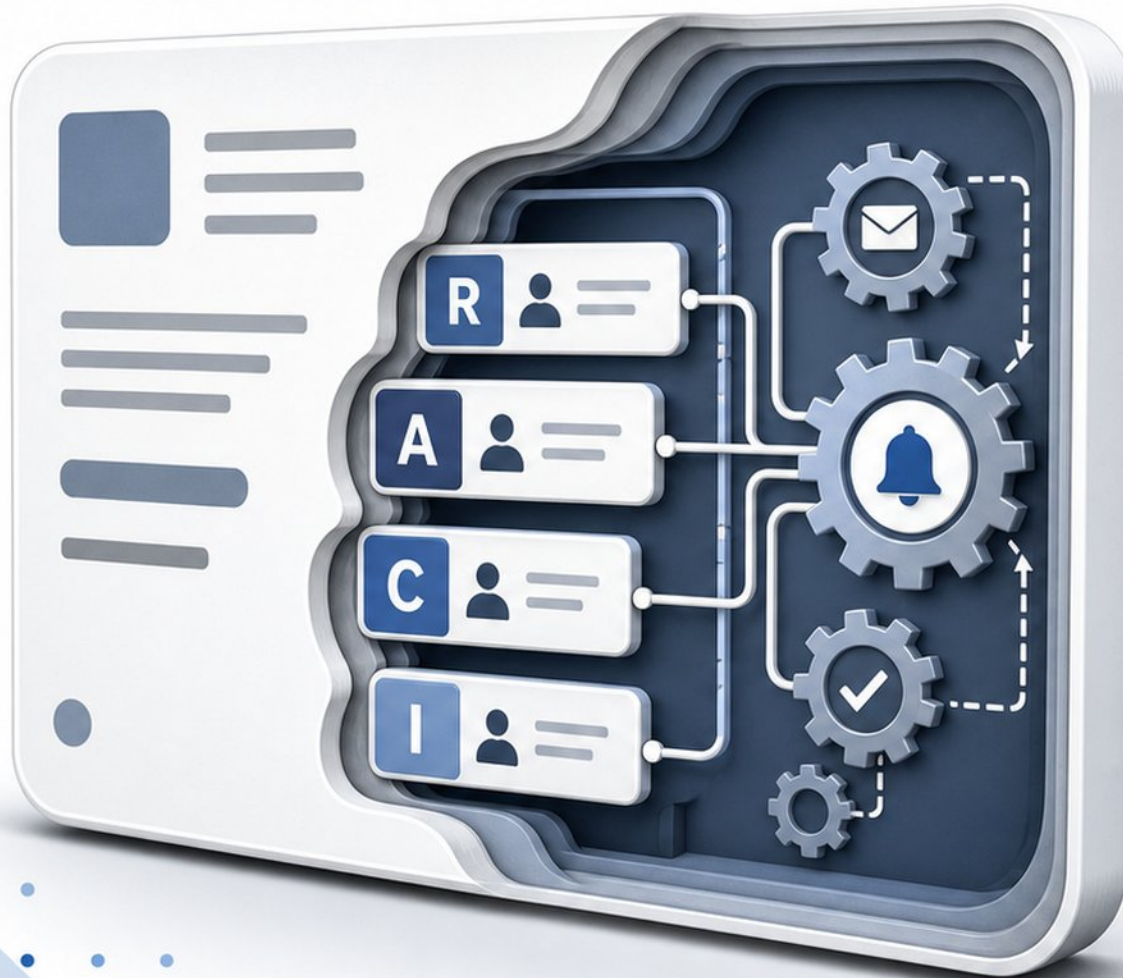
RACI Under Pressure: Cross-Team and Matrix Structures

CLEAR ROLES UNLOCK OUTCOMES



- One person, many hats: clarify role per task (e.g., PO is A for outcomes, C for technical delivery)
- Dotted-line or shared resources: use RACI to define the primary owner in cross-department workflows
- Map existing roles: Sponsor (A), PO (A/R), Scrum Master (C), QA Lead (R) based on the work item
- Multi-team handoff rule: split the work item if ownership must cross clear team boundaries
- Case example: In onboarding, IT (R) for hardware, HR (A) for the experience, Finance (C) for budget

Integrating RACI into Daily Work and Tooling

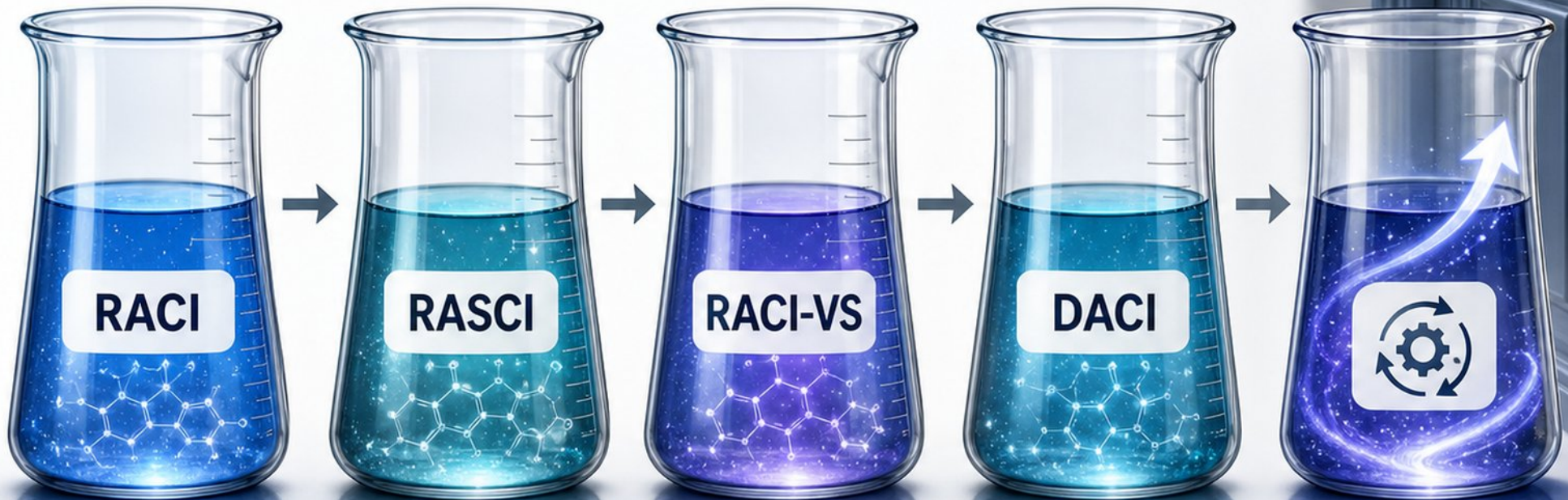


- Embed RACI roles directly into task cards in Jira, Asana, or Monday.com.
- Map Responsible to Assignee, Accountable to a custom field, and Consulted/Informed to watchers.
- Use Accountable as the decision-maker; Informed receives async updates to reduce meetings.
- Replace static spreadsheets with workflow automation that triggers approvals and notifications.
- A RACI in your project tool is a governance engine; in a slide deck it's only good intentions.



Beyond Basic RACI: Adjacent Models and Evolution

- RASCI adds Support (S) for those who assist without direct ownership
- RACI-VS adds Verify (V) and Sign-off (S) for quality-critical environments
- DACI uses Driver, Approver, Contributor, Informed for decision governance
- Evolve the model when gaps between doing, checking, and approving grow critical
- Revisit RACI at kickoff, after milestones, and when team composition shifts



Exercise: Assign RACI to a Real-World Scenario



- Scenario: Update the customer-facing pricing page in two weeks



- Map five work items against seven cross-functional roles



- Assign exactly one A per task; keep C lists lean



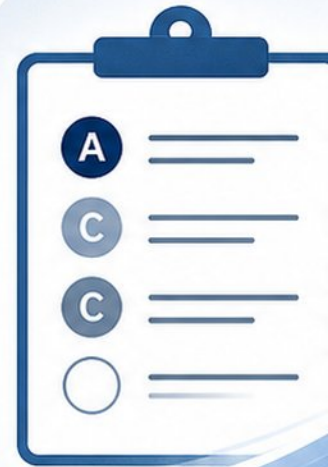
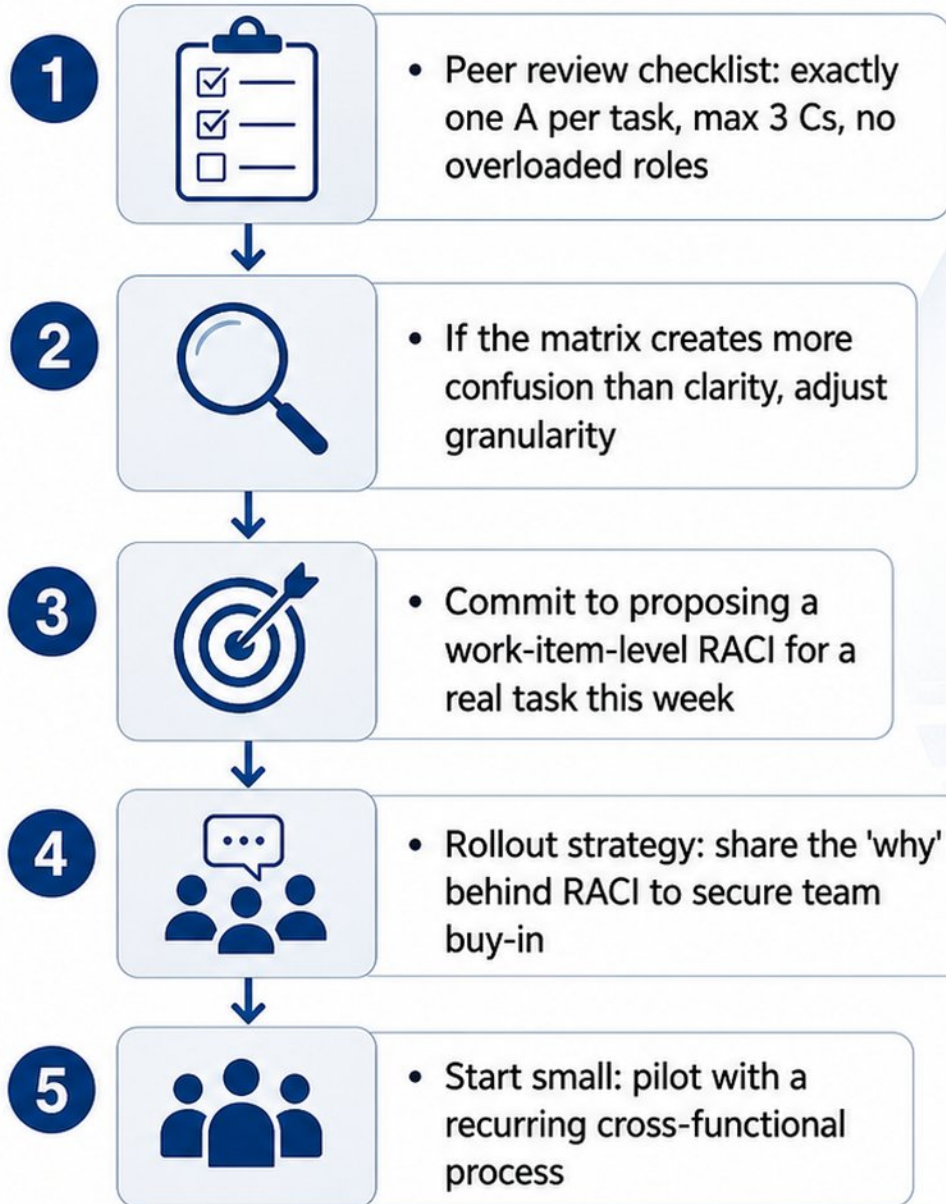
- Check for multiple As, disguised Cs, and overloaded columns



- Review: Did anyone carry too many R or A assignments?



Peer Review Protocol and Personal Action Plan



Summary, Maintenance Cadence, and Key Takeaways



Embed RACI roles in daily tools — static spreadsheets fail under execution pressure



One Accountable per task; minimal, meaningful Consulted; use Informed for low-friction updates



Review at kickoff, milestone, retrospective, or any team change



Goal: move from "who should do this?" to getting the work done



Your next step: apply RACI to one ambiguous work item today



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