

The RACI matrix, explained.

THE FOUR LETTERS

R · Responsible	does the work
A · Accountable	owns it, exactly one
C · Consulted	asked before, two-way
I · Informed	told after, one-way

THE GOLDEN RULES

one A	never two, never zero
has an R	no R, no delivery
A can be R	small teams, still one A
C is pricey	each C is a meeting

EXAMPLE: DASHBOARD PROJECT

TASK	BA	ANALYST	ENG	SPONSOR
gather requirements	A / R	C	C	I
build the dashboard	A	R	C	I
sign off the launch	R	I	I	A

SMELLS TO FIX

two A cells	nobody actually owns it
a C-only row	talk, no delivery
I everywhere	status noise, trim it

HOW TO BUILD ONE

1 · tasks down	deliverables, not titles
2 · people across	roles as columns
3 · A first	then R, then C / I

→ one A per row, at least one R, and every C must earn its meeting

WORTH MEMORIZING

01 Read it in one pass

Tasks down, people across, one letter per cell.

TASK	BA	ANALYST	SPONSOR
gather requirements	A / R	C	I
build the dashboard	A	R	I
sign off the launch	R	I	A

→ Read a row to see how one task gets done. Read a column to see one person's load. Both directions surface problems.

02 The letters, decoded

Two letters carry the task. Two letters watch it.

R	Responsible: hands on keyboard, builds the thing
A	Accountable: one neck to grab, signs off
C	Consulted: input before, expects a dialogue
I	Informed: hears the outcome, no reply needed

03 Trap: the consulted crowd

Every C you add is a meeting you just scheduled.

symptom	reviews with nine people, decisions with none
the test	would their input change the deliverable?
the fix	demote spectator C to I, keep the experts

→ C means two-way input before the work happens. If you only ever send someone the result, they were an I all along.