

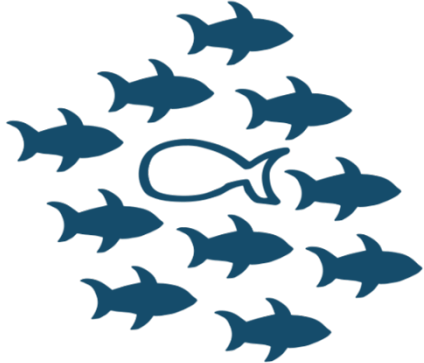


## 20 Minute Tips for your Management Toolkit

Series addressing common management issues, providing actionable tips and tools

# How to Help Keep Your Team Accountable: *RACI Matrix*

# As a manager we want to foster...



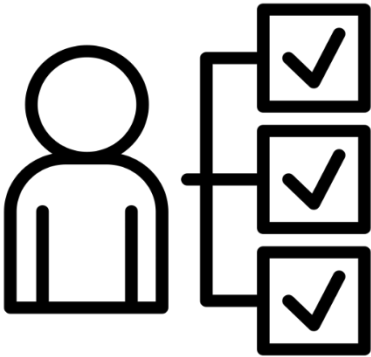
Independent Thought



Trust



Self-Reliance



Accountability



Self-Confidence



Self-Motivation



Growth Mindset

Yet, a top-down approach to accountability results in...



# How does a manager make their employees accountable?

Hint: This is a trick question

**Answer: You can't**



# Leaders *can* shape the environment to encourage personal responsibility

1. Define what people are accountable for
2. Set goals with team members
3. Provide updates on progress
4. Support growth and development
5. Tap into employees' motivators

COMING SOON

**ADAPT Worksheet** A bullet (•) denotes a discussion point you to think through during preparation. Questions have a dash (-)

Step	Discussion Guide Points & Questions	What is your plan?
<b>A</b> Seek Self-Assessment	<ul style="list-style-type: none"> <li>What skill or issue would you like to address?</li> <li>How do you think that went?</li> <li>What went well?</li> <li>What didn't go well?</li> <li>What might you do differently the next time?</li> <li>What are you trying to work on?</li> <li>What feedback would be helpful?</li> </ul>	
<b>D</b> Continue the Discussion	<ul style="list-style-type: none"> <li>Reflect on self-assessment. Describe what you observed.</li> <li>Describe the impact.</li> <li>Provide positive and constructive feedback.</li> <li>Be specific.</li> <li>Prioritize 2-3 points</li> </ul>	
<b>A</b> Explore the Individual's understanding	<ul style="list-style-type: none"> <li>Thoughts on what I observed?</li> <li>Do you see the situation differently? How so?</li> <li>Anything we discussed that doesn't make sense to you?</li> <li>What remains unclear?</li> <li>Anything that struck you as something to focus on?</li> </ul>	
<b>PT</b> Make a Plan	<ul style="list-style-type: none"> <li>Communicate what to do more/less of in the future</li> <li>Create an action plan together</li> <li>If there was one thing you would work on immediately, what would it be?</li> <li>What might you do to work on this? Here are my ideas for how you can work on this</li> </ul>	

**SMART GOALS Checklist**

MY GOAL IS: \_\_\_\_\_

S	<b>SPECIFIC</b> WHAT DO I WANT TO ACCOMPLISH?	
M	<b>MEASURABLE</b> HOW WILL I KNOW WHEN IT IS ACCOMPLISHED?	
A	<b>ACHIEVABLE</b> • Within the scope of your role. • Possible to be Accomplished.	
R	<b>REALISTIC/RELEVANT</b> • Makes sense within job function. • Improves the business in some way	
T	<b>TIME BOUND</b> • When do you want it completed? • Set a time frame.	

**Step 3: Draft a Plan**

What are the building blocks that will help you succeed? Choose 1 – 3 activities (or "blocks") that will help you reach your goal.

Activity Description	How will this help me achieve success?	What will I need to complete the activity?	When will the activity be complete?	Who will evaluate me?
Plan an infection prevention education session with LTC RISE	I will get to work on my project management skills	Approval from team lead on date/time. Materials for activity.	By the end of March 2023	My manager

**Step 4:** Review the action plan with your manager to ensure you both agree with the focus area, current performance level and your plan. Determine how often your manager would like progress updates.

**Step 5:** Follow up with progress reports to your manager.

Date Reviewed With Manager	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Percent Complete	0% <input type="text"/>	0% <input type="text"/>	0% <input type="text"/>	0% <input type="text"/>

Leaders *can* shape the environment to encourage personal responsibility

1. **USE** the RACI Matrix



**RACI Matrix**

Task	Responsible	Accountable or Authorize	Consult	Inform

**What is a RACI Matrix?**

The **RACI Matrix** is a system that brings structure and clarity to the roles people play on your team.

It is a simple grid that you can use to ensure every task is completed efficiently without overtaxing your team with extra work.



# What Does RACI Mean?

**R**

**Responsible**

The people who complete the task.

If you have more than one R, assign an R1 – meaning that is the person who makes sure the work is complete.

**A**

**Accountable or Authorize**

The person is ultimately responsible for the quality of the work.

The “A” role can approve or veto a decision or determine if a particular task or activity has been done well.

**C**

**Consult**

A person with particular knowledge to contribute to the decision / task.

The “C” role must be included before the decision is made or an action taken.

**I**

**Inform**

People who need to know the outcome of the decision / task to do their job well.

The “I” role does not have input into the decision / task.

# How do I Fill Out a RACI?

1. List team tasks, activities, milestones and decisions in the first column.
2. Assign team members to appropriate RACI roles.

## Tips:

- Involve the whole team in completing the matrix
  - They often know best what tasks that must be completed to ensure success
  - Each person listed on the Matrix will be aware of their role
  - Entire team will have greater buy-in if they were involved from the beginning
- Do not list more people than necessary.
- Consulted and Informed are optional.

Task	Responsible	Accountable or Authorize	Consult	Inform



# RACI Example

Task	Responsible	Accountable or Authorize	Consult	Inform
Decide what to do with the ring	Elrond	Gandalf	Aragorn Frodo	Sam Merry
Create Fellowship	Elrond Frodo <b>R1</b>	Gandalf	Aragorn Sam	Merry Pippin
Get the ring to Mt. Doom	Frodo	Gandalf	Aragorn Sam	Elrond Gimli
Distract and defeat enemies	Aragorn Sam		Gandalf Gimli	Elrond Frodo

# When Do I Use a RACI?

- To define roles, responsibilities and decision-making authority.
- To identify who team should communicate to about tasks, output or milestones.
- To balance workload of team.

Task	Responsible	Accountable or Authorize	Consult	Inform
Decide what to do with the ring	Elrond	Gandalf	Aragorn Frodo	Sam Merry
Create Fellowship	Elrond Frodo <b>R1</b>	Gandalf	Aragorn Sam	Merry Pippin
Get the ring to Mt. Doom	Frodo	Gandalf	Aragorn Sam	Elrond Gimli
Distract and defeat enemies	Aragorn Sam		Gandalf Gimli	Elrond Frodo