

RACI Analysis Checklist

Red Flags, Healthy Patterns & Calibration Questions

A companion resource from Agile Meets AI, Appendix C2

Use this checklist to analyze your RACI matrix for problems and validate that it reflects how work actually flows. Your first draft won't be perfect — that's the point of this analysis.

► Red Flags to Watch For

<input type="checkbox"/> Unclear Ownership	Activity has no "A" assigned, OR multiple people marked as "A". Every activity needs exactly one accountable person.
<input type="checkbox"/> Decision Paralysis	Too many roles assigned "C" for an activity. Use C's sparingly — only where input genuinely changes decisions.
<input type="checkbox"/> Approval Bottleneck	One person is "C" on so many items they become a bottleneck. Change non-essential C's to I's.
<input type="checkbox"/> Information Bloated	Too many people marked "I". Ruthlessly cut — only inform people who genuinely need to know AND will act on it.
<input type="checkbox"/> Overloaded Ownership	One person is "A" for too many critical activities. No one should be A for more than 5-7 critical items. Redistribute.
<input type="checkbox"/> Phantom Responsible	Someone marked "R" who has no capacity for the work. Either properly resource it or remove the activity.

✓ Healthy Patterns

<input type="checkbox"/> Clear Accountability	Every activity has exactly one "A". No exceptions.
<input type="checkbox"/> Balanced Workload	No one person is "A" for more than 5-7 critical activities.
<input type="checkbox"/> Minimal Consultation	"C" only where input genuinely changes decision-making.
<input type="checkbox"/> Decision Speed	Fewer than 3 people are involved in most decisions.
<input type="checkbox"/> Role Clarity	Each role has clear areas of ownership. No major overlaps or gaps.

Calibration Questions

Use these questions to validate your matrix against reality:

About Accountability <ul style="list-style-type: none">• Does every critical activity have exactly one "A"?• Is anyone accountable for too many things?• Are accountabilities matched to authority? (Can the "A" actually make the decision?)	About Bottlenecks <ul style="list-style-type: none">• Is anyone consulted on too many activities?• Do decisions wait for people who don't change the outcome?• Are there approval chains slowing urgent work?
About Coverage <ul style="list-style-type: none">• Are there critical activities no one owns?• Do new members know who to ask about specific decisions?• Would eliminating a role create chaos or just shuffle work?	About Clarity <ul style="list-style-type: none">• Could two people read this and have different understandings?• Does the matrix reflect how work actually flows today?• Are there implicit assumptions that should be explicit?

Test Your Matrix: Scenario Check

Present these situations to your team. If there's disagreement about what the matrix means, refine it.

Scenario 1: "A customer reports a critical bug in production. Who's accountable for deciding whether to hotfix immediately or wait for the next release?" Matrix answer: _____ Does your team agree? <input type="checkbox"/> Yes <input type="checkbox"/> No — refine
Scenario 2: "We want to experiment with a new AI pair programming tool. Who owns the decision to try it for a sprint?" Matrix answer: _____ Does your team agree? <input type="checkbox"/> Yes <input type="checkbox"/> No — refine
Scenario 3: "A team member wants to attend a conference. Who approves this?" Matrix answer: _____ Does your team agree? <input type="checkbox"/> Yes <input type="checkbox"/> No — refine

Remember: The matrix isn't the goal — clarity is. If your matrix doesn't make work clearer and easier, it's not working. Fix it or abandon it. The best RACI matrix is the one your team actually uses.