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ROLE-BASED DECISION-MAKING MODELS

This selection illustrates diverse approaches, but also highlights various shortcomings of each model as they try to squeeze meaning into a chosen mnemonic

RACI

Responsible: Who is the owner? Who sets the strategy? Who will decide? Ideally this should be one person, but it can be two. Remember, decision-making needs to be pushed down to the lowest competent level.

Approves: Who will ratify or veto? This person delegates the work to the “R”.

Consulted: Who will be affected? While these people don’t make the decision, their input is needed before the decision is made.

Informed: Who has to be informed? It’s better to inform too many people than too few.

OVIS

Owner: Have final authority and are accountable for the impact and efficacy of their decisions. As well as final decision rights, they are responsible for involving all other relevant stakeholders.

Veto Holder: Can block owners’ decisions if necessary but should work to resolve concerns with owners during the process.

Influencer: Implement decisions made by owners make, or have unique expertise that owners need in order to make good decisions.

Supporter: Provide required information to make decisions but are not necessarily included in the process.

RAPID

Recommend: Recommenders gather & assess the relevant facts, obtaining input from appropriate parties, & then recommend a decision or action

Agree: *Agreers* formally approve a recommendation & can delay it if revision is required

Perform: Performers are accountable for making a decision happen once it's been made

Input: *Inputers* combine facts and judgment to provide input into a recommendation

Decide: Deciders make the ultimate decision and commit the organisation to action

DACI

Driver: The Driver is the project leader/manager (but with no approval authority)

Approver: Has the final say on a given aspect of the project.

Contributors: Those consulted for their opinions, expertise, or unique vantage points to help with project decisions.

Informed: Those not directly involved, but who want or need to be updated on progress because it might affect their work.

DARE

Deciders: “We make the decisions”

Advisors: “We have a voice in the discussion”

Recommenders: “We explore & identify the options”

Execution stakeholders: “We carry out the decisions”

