

What it is

A tool for establishing clear accountability in teams and organizations

What it can do

This tool can assist you to:

- Quickly clarify accountability for virtually any organizational activity
- Clarify specific roles for everyone involved in a project
- Create a shared language for assigning and tracking accountability
- Enhance organizational efficiency
- Deepen trust by improving follow-through

How it works

With regard to a specific project, assign clear accountability as follows:

- **DECIDER/DELEGATOR:** Holds the ultimate power re. the project. Power can be retained as the right of final approval/veto, or delegated to the **A**. The **D** might be an individual leader, or it could be a group such as the management team or Board.
- **ACCOUNTABLE:** The single person fully accountable for making the project happen. The **A** must be given sufficient decision-making power and room to learn/adjust commensurate with accountability. It is possible for a **D** to also be the **A**. There should never be more than one **A**. This is an invitation to lack of clear accountability. If no one is willing to be the **A**, do not proceed.
- **RESPONSIBLE:** Those responsible for doing the work on the project. There may be a number of **R**'s on a project. **R**'s are responsible for dealing with roadblocks, raising questions, etc. – not just being “good soldiers.”
- **CONSULTED:** Those from whom input will be solicited.
- **INFORMED:** Those to be kept apprised of relevant developments. This is an FYI role. *NOTE: I's may not use the information to undermine the process. Unless someone is officially an I, consider not cc'ing them on emails. This is a good way to cut down on unnecessary emails.*

Create a DARCI Grid appropriate for your situation using the examples on the following pages.

	D	A	R	C	I
	DECIDER/ DELEGATOR	ACCOUNTABLE	RESPONSIBLE	CONSULTED	INFORMED
PROJECTS	Holds the ultimate power re. the project. Power can be retained as the right of final approval/veto, or delegated to the A.	The single person fully accountable for making the project happen.	Those responsible for doing the work on the project.	Those from whom input will be solicited.	Those to be kept apprised of relevant developments.

Things to Consider/Additional Benefits

- o **DARCI** becomes a quick shorthand for groups to assign roles: (i.e., “Who’s the **A**? Who are the **R**’s?”)
- o Posting a chart of all **DARCI** assignments in the team workspace (electronic or physical) helps keep everyone sharp on their accountabilities.
- o This system does not imply hierarchy. These roles can rotate in a flattened organization. In some cases where there will be consensual decision-making, the **D** can even be the whole team.
- o Look at all grids over time to help determine needs for staff development and power analysis of staff.
- o **DARCI** is fabulous for clearing up the unclear accountability that is endemic in coalition work! The steering committee is often the **D**.
- o But, *a/ways* make sure that one person is the **A**. Multiple **A**’s are often a source of breakdowns in coalition work.
- o Always have a DARCI grid for every project!

Example 1: DARCI Grid for multiple projects

PROJECTS	DECIDER/ DELEGATOR	ACCOUNTABLE	RESPONSIBLE	CONSULTED	INFORMED
	Holds the ultimate power re. the project	Person fully accountable for making the project happen.	Those responsible for doing the work on the project.	Those from whom input will be solicited.	Those to be kept apprised of relevant developments.
Develop new training curriculum	Jorge	Jennifer	Esther, Barbara, Eli, Sophia, Henry	Dave	Wilma, Jim
Enroll allies in legislative fight	Wilma	Mary	Mary, Gustavo, Pamela	---	Sam, Jorge
Create high donor campaign	Jorge	Ernesto	Sarah, Mercedes	Ephraim, Mark	Board finance committee
Recruit new organizing director	Wilma	Ben	Ben, Sophia	Jane	Jorge
Develop new performance	Jorge	Ben	Kenny, Mercedes	Wilma	---

Example 2: DARCI Grid for Complex Project – Develop Training Curriculum

PROJECT S	DECIDER/ DELEGATOR	ACCOUNTABLE	RESPONSIBLE	CONSULTED	INFORMED	DUE DATE
	Holds the ultimate power re. the project	Person fully accountable for making the project happen.	Those responsible for doing the work on the project.	Those from whom input will be solicited.	Those to be kept apprised of relevant developments.	
Research existing programs	Jennifer	Esther	Esther, Gustavo	---	---	
Create curriculum	Jennifer	Esther	Esther, Gustavo, Eli	Bruce	Jorge, Helen, Mike	
Create training materials	Esther	Barbara	Gustavo, Eli, Sophia	Bruce	Jennifer, Helen, Mike	
Market and enroll trainees	Jennifer	Mary	Mary, Arthur	Maximilian	Esther, Henry, Arthur, Sophia	
Secure site & manage	Jennifer	Pamela	Henry, Arthur, Sophia	---	Esther	

Example 3: Tracking DARCI Roles by Person

	PROJECT 1	PROJECT 2	PROJECT 3	PROJECT 4	PROJECT 5
PERSON	Training	Enroll Allies	High Donor	Hire Director	Performance Mgt. tools
Jorge	D	I	D	I	D
Wilma	I	D	D	D	C
Jennifer	A				
Ernesto			A		
Mary		A	R		
Ben				A	A
Sophia	R			R	
Mercedes					R
Gustavo	R	R			