Leadership Framework tools and resources
A comparison of the Leadership Framework and RACI

RACI, as a tool, is indifferent to the state of an organisation's structure and systems of work. It accepts the current state as a starting point, regardless of whether they are effectively designed or whether they support business outcomes.

When looking to improve accountability for functions, roles or systems of work, organisations often turn to RACI to allocate or clarify roles and responsibilities for work. However, using RACI may not improve outcomes as it often embeds current organisational design and systems issues.

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The Leadership Framework, however, views the organisation as a 'socio-technical system' with an appropriate 'accountability hierarchy'. The Leadership Framework not only clarifies accountability, it ensures accountability and the associated authorities are placed in the right roles. The Leadership Framework is very clear about:

- How roles are expected to work together (with the specified accountability and authority)

- How the right organisation structure supports productive work

- How to establish systems of work that enable people to work together to achieve the required outcomes.
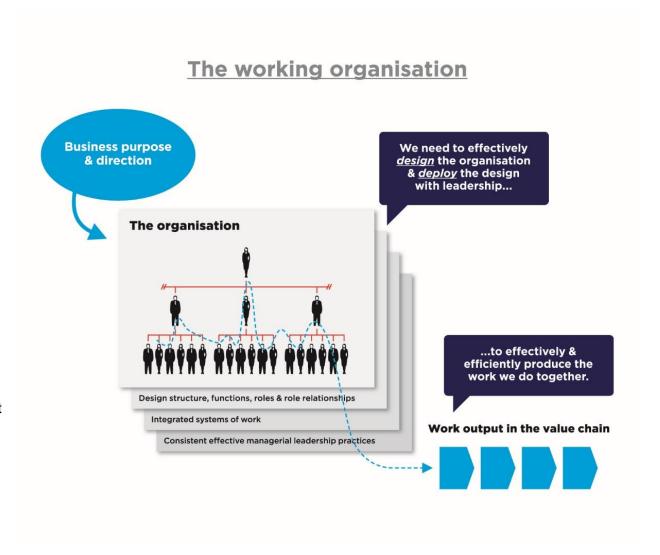
So how do the frameworks compare?

Overview of both frameworks

The Leadership Framework is a holistic framework that provides managers at all levels with an integrated set of principles and practices to lead and manage. These principles and practices enable effective decision making, balancing the needs of the organisation and the work needs of employees. At the Framework's core is a strong manager-employee working relationship, focused on achieving business goals, with team members working to their full potential.

Being a holistic and integrated framework, the context of interaction is defined by the organisation's strategy and is delivered through the organisations structure (functions, roles and role relationships) and its systems of work (policies, processes and information and communication technologies). These are in turn activated by the application of effective managerial leadership. The interaction of these components of work provide the context and work environment for people's work (see diagram right).

The Framework provides the platform for all business improvement initiatives whether it be to reduce costs, improve culture or improve customer service. When implemented, organisations have one model and one set of principles and practices to improve managerial leadership, implement business strategy, improve business processes, improve staff engagement, change culture, manage talent and much more.

The working organisation

Business purpose & direction

We need to effectively *design* the organisation & *deploy* the design with leadership...

The organisation

Design structure, functions, roles & role relationships

Integrated systems of work

Consistent effective managerial leadership practices

...to effectively & efficiently produce the work we do together.

Work output in the value chain

RACI, on the other hand, is a specific tool used to allocate and track roles and responsibilities for work. RACI (and its various derivatives) describes the participation of various roles in completing tasks or deliverables for a project or business process. RACI is an acronym derived from four words i.e. Responsible, Accountable, Consulted and Informed. These terms are meant to describe four key responsibilities typically used in organisations.

The meaning of these terms is outlined below:

Responsible: Those who are/will be assigned to do a task.

Accountable: Those who have the authority to take decisions and sign off a completed task.

Consulted: Those who are stakeholders or experts that can tell me more about the task.

Informed: Those who need to be updated on the progress of the task.

It is said to be useful in clarifying roles and responsibilities in cross-functional/departmental projects and processes. It is often used in project management.

Comparison of The Leadership Framework (LF) and RACI

A comparison of The Leadership Framework and RACI is shown in the table on the following page. The table also contains relevant references to supporting material in the members section of The Leadership Framework website – www.theleadershipframework.com.au

	Leadership Framework (LF)	RACI
Application	- LF is a holistic framework that provides 'science-based' constructs, principles, practices and definitions for work. - LF views the organisation as and a 'socio-technical system' with an appropriate 'accountability hierarchy'. - LF not only clarifies accountability, it ensures accountability and the associated authorities are placed in the right roles. - LF supports effective diagnosis of the organisational impacts on process capability and problem root cause analysis. - LF supports the working organisation's: - Strategy - Structure - Roles and role relationships - Systems of work - Managerial leadership practices See: - Leading Yourself > Understand your role > The working environment - Leading yourself > Apply the framework > Foundations of The Leadership Framework - Leading yourself > Apply the framework > How to improve clarity in the workplace	- Project management / business processes. - RACI focuses on clarifying responsibilities and accountabilities for work. It does not take account of the organisational design or the organisational behaviour elements which impact process flows.

	Leadership Framework (LF)	RACI
Definitions & classifications	• LF clearly defines all aspects of work such as accountability, authority, work, task, role, manager, monitoring, systems of work, etc. See: • Leading People > Creating effective roles and filling them with good people > Designing effective roles	• RACI has poor definitions and classifications e.g. 'responsible' and 'accountable' are not sufficiently defined. When searching the web for definitions there are clear variations in the terms. The reason for this is an attempt to make the terms clearer.
Managerial work	• The definition of 'a manager' and of managerial work and managerial leadership practices are clearly set out in the LF and are seen as critical to organisational effectiveness. More particularly, these definitions, with specific accountabilities and authorities, are critical to team integration and cross organisational collaboration. • LF supports the diagnosis of the range of possible problems linked to poor managerial work See: • Leading yourself > Understand your role > Manager role, accountabilities and authorities • Leading people > Effectively assign and assess work > What is work	• RACI does not define the role of the manager (i.e. as an element of organisation). It does not set out the manager-employee working relationship. Nor does it set out managerial work or managerial practices. • People using RACI may attempt to align roles, work & processes without regard of the critical role played by managers in team integration, cross organisational collaboration and continuous improvement of processes. • Furthermore, impacts of, for example, poor task assignment (i.e. with respect to work in the process), or poor team work or ineffective monitoring, feedback and correction of work, are likely to be missed. • People using RACI may seriously misdiagnose process-related problems arising from ineffective managerial work.

	Leadership Framework (LF)	RACI
Roles & role relationships	- LF sets out two major classes of roles and role relationships i.e. leadership roles and specialist roles. - Within these two classes, The LF sets out specific sub-types i.e. 5 types of leadership and 7 types of specialist roles, with accountabilities and authorities clearly defined. - Specialist roles are not just 'accountable', they are accountable and authorised to perform specific task such as 'advise', 'monitor' and coordinate'. Each of these accountabilities are clearly defined. - The LF supports effective role relationship design. - At the organisation's function level accountabilities are also clear. Specialist functions such as HR, IT and Finance are accountable for strategy, systems of work design in their area of expertise. They are also accountable to support implementation of systems and for governance and control. See: - Leading the organisation > Design the organisation > Principles for organisation design - Leading yourself > Understand and respect the role of others > Specialist, cross function role accountabilities and authorities	- RACI has a mix of ideas about roles and their relationship to people who might do work associated with other roles. - RACI does not support effective role design, nor does it describe role relationships. - People using RACI may attempt to align dysfunctional roles to processes. - People using RACI may design or allocate work to the incorrect or inappropriate functions.

	Leadership Framework (LF)	RACI
Project manager work	• LF defines the role of the project manager and team members. It ensures roles and role relationships are clear including accountability an authority for project work and accountability and authority for day to day work. See: • Leading yourself > Understand and respect the role of others > Project manager role, accountabilities and authorities	• RACI does not define the role of the project manager. Nor does it define the accountabilities of project team members. • People using RACI may override managerial authority by 'stealing leadership' thus causing conflict with impacted line managers and their team members.
Structure	• LF supports effective design and deployment of structure expressly for the business purpose. • LF also supports effective analysis & diagnosis of the current structure and 'requisite' (correct) structures and remedies to fix it. • People using a LF-based alignment will be able to identify structural issues such as levels of work. See: • Leading the organisation > Design the organisation > Principles for organisational design	• RACI is indifferent to the state of an organisations structure. It accepts the current structure as a starting point, regardless of whether it is effectively designed and deployed to the business purpose. • People using RACI could, therefore, be attempting to align across a process in a dysfunctional structure.

	Leadership Framework (LF)	RACI
Systems of work	• LF identifies systems of work as a key element of the accountability hierarchy. The systems of work (e.g. HR, financial, planning systems), are designed to a specific design template & are deployed using specific managerial leadership practices. • LF enables the diagnosis of poorly designed and/or deployed systems by providing 11 design principles for effective systems of work, thus setting a standard to assess system performance. These standards go beyond accountability and an authority. See: • [Leading the organisation > Design and maintain productive systems of work > Systems of work roles, accountabilities and authorities](#) Also see in the same section: • Principles for the design of a system of work • Process for designing and reviewing a system of work • Tools and resources – Systems of work accountability map.	• RACI is focused on mapped processes & the work carried out in them. • People using RACI may attempt to align work across poorly established processes.

In summary

RACI does not take a whole of organisation approach. It has poor definition of work, no standards for structure, roles or accountability and authority. It does not consider the role of the manager and the need to maintain a strong manager - employee working relationship.

As a result, using RACI may not improve outcomes as it often embeds current organisational design and systems issues. This is because RACI, as a tool, is indifferent to the state of an organisations structure and systems of work. It accepts the current structure and systems as a starting point, regardless of whether they are effectively designed or whether they support business outcomes. Therefore, RACI can embed poor structure, poor role design and inefficient systems of work so processes may not work as expected.

The Leadership Framework, however, views the organisation as a 'socio-technical system' with an appropriate 'accountability hierarchy'. It provides clear definition of the required accountabilities and authorities for work. It both enables and supports cross functional processes and recognises all parts of the working organisation and their impact on people at work.

The Leadership Framework does not just accept the current status for structure, roles and role relationships and systems of work, it informs how it should work. It also provides greater clarity and understanding, thus empowering people to perform their work in a constructive manner.

In addition, The Leadership Framework recognises the important role managers play in an organisation and provides the principles and practices necessary to build and maintain a strong manager – employee working relationship with each team member.

Finally, as The Leadership Framework reflects how organisations and people work together, with clearly defined roles, role relationships and defined accountabilities and authorities, it is a far more effective as an accountability framework.