

Decision Rights and RACI

HOLD Who owns what, and who decides.

Two failures come from nobody owning things. A system breaks and has no owner, and you get a shrug. A cross-team decision has no owner, and it stalls or gets made by whoever is in the room. Keep this light. Most of the stack needs one owner. Only the decisions that cross teams need the grid.

Own the parts. One accountable owner per area.

Area	Owner
CRM	
Marketing platform	
Integrations and sync	
Attribution and reporting	
Lead routing	
AI surfaces	
Data quality and governance	

If an area has no owner, that is the first gap to close. If it has three, decide who is actually accountable.

The cross-team decisions. Accountable is the one person who decides. Responsible does the work. Consulted has input first. Informed is told after.

Decision	Accountable	Responsible	Consulted	Informed
Add a tool or feature				
Turn on or keep an AI feature				
Change the data model or source of truth				
Change attribution definitions				
Grant admin access				

Decision	Accountable	Responsible	Consulted	Informed
Sign a vendor or data agreement				

Filled example: turn on or keep an AI feature. Accountable, marketing ops lead. Responsible, marketing ops. Consulted, IT security and legal. Informed, marketing leadership.

One accountable per decision. If two people are both accountable, no one is.