

RACI-C2O Hybrid Governance Guide

Run RACI and C2O side-by-side



Scan for full guide with examples, checklists, and updates:
contribution2outcome.com/kb-foundations/common-objections

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December 17, 2025

Version 1.0

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RACI–C2O Hybrid Governance Guide

A practical guide for organizations that need to maintain RACI accountability for compliance while adopting C2O execution for cross-functional collaboration.

Quick Reference: When to Use Each

Table 1: Situation / Use RACI / Use C2O

Situation	Use RACI	Use C2O	Use Hybrid
Regulatory sign-off required			
Cross-functional collaboration			
Audit trails needed			
Work evolves sprint-to-sprint			
Multiple functions concurrent			
Compliance + innovation			
Transformation programs			

Hybrid rule: RACI names WHO has final authority at gates; C2O clarifies HOW work flows between gates.

RACI vs C2O: Key Differences

Table 2: Dimension / RACI / C2O

Dimension	RACI	C2O
Unit of accountability	Task or deliverable	Lifecycle phase
Authority	Accountable person (often static)	Driver per phase (dynamic)
Focus	Who signs off	How decisions flow
Escalation	Up the org chart	By threshold
Evidence	Optional	Required at gates
Adoption	Rarely measured	Built into lifecycle
Best for	Compliance, audit, crisis response	Innovation, AI, transformation

The Hybrid Model

Core Concept

In a hybrid model:

- **RACI Accountable** = WHO has final sign-off authority (usually for compliance, budget, or regulatory)
- **C2O Driver** = HOW work gets done between accountability checkpoints

This separation allows organizations to maintain compliance rigor while enabling agile collaboration.

Mapping RACI to C2O

Table 3: RACI Role / C2O Equivalent / Notes

RACI Role	C2O Equivalent	Notes
Accountable (A)	Sponsor	Sign-off authority at gates; resolves escalations
Responsible (R)	Driver + Contributors	Driver orchestrates; Contributors deliver
Consulted (C)	Advisors	Time-boxed input (24–72h windows)
Informed (I)	Inform	One-way updates; no action required

Key difference: RACI "Accountable" is often static; C2O "Driver" changes by phase.

Decision Tree: Which Framework to Use

1. Does the initiative require regulatory sign-off?
 - ' YES: Keep RACI Accountable explicit
 - ' NO: Go to 2

2. Are outcomes evolving sprint-to-sprint?
 ' YES: Layer C2O contributions per phase
 ' NO: Go to 3

3. Are multiple functions involved concurrently?
 ' YES: Use POP to define protocols before kickoff
 ' NO: RACI may be sufficient

4. Is there a compliance + innovation mix?
 ' YES: Use Hybrid model
 ' NO: Choose one framework

Operating Model Matrix

Table 4: Lifecycle Phase Reference

Lifecycle Phase	RACI Accountable (WHO)	C2O Driver (HOW)	Shared Notes
Discover	Business Sponsor	Product / Strategy Lead	Accountable reviews POP; Driver runs discovery sprints
Decide	Portfolio Governance	Product + Finance	Accountable approves business case; Driver coordinates inputs
Build	Technology Owner	Engineering Lead	Accountable approves release; Driver orchestrates execution
Run	Operations Leader	Service Owner / SRE	Accountable ensures SLAs; Driver

			ver manages incident cadence
Adopt	Change Executive	Change Lead	Accountable tracks adoption metrics; Driver runs enablement

Hybrid Governance Structure

Gate Authority

Table 5: Gate / RACI Accountable / Gate Decision

Gate	RACI Accountable	Gate Decision	Evidence Required
Discover 'Decide	Business Sponsor	Invest in solution	Problem validated; options explored
Decide 'Build	Portfolio Governance	Commit resources	Business case approved; ADRs drafted
Build 'Run	Technology Owner	Release to production	Quality gates passed; runbooks ready
Run 'Adopt	Operations Leader	Scale to users	SLOs met; support enabled
Adopt 'Close	Change Executive	Realize value or sunset	Adoption metrics; value realized

Between Gates (C2O Execution)

- Driver orchestrates work
- Contributors deliver outputs
- Enablers provide platforms and tools
- Advisors provide time-boxed input
- Inform list receives updates

Conflict Playbook

Scenario 1: Accountable Overrides Driver

When: Accountable disagrees with Driver's decision

Protocol:

1. Accountable documents rationale in decision record
2. Driver captures the override and learning
3. Set follow-up review date (2–4 weeks)
4. Capture in retrospective for future prevention

Example: "Accountable overrode rollout decision due to compliance concern not captured in original risk assessment."

Scenario 2: Driver Escalates to Accountable

When: Threshold crossed or decision beyond Driver authority

Protocol:

1. Driver prepares escalation package (options + recommendation)
2. Trigger escalation via agreed channel (POP defines)
3. Accountable responds within 24h SLA
4. Decision recorded with rationale

Example: "Driver escalated budget variance of +15% with three options; Accountable chose Option B."

Scenario 3: Role Ambiguity Surfaces

When: Unclear who decides or who delivers

Protocol:

1. Identify the affected phase and decision
2. Re-map contributions within 48h
3. Update POP with clarified roles
4. Announce in weekly update

Example: "Ambiguity between Engineering and Platform on deployment authority; resolved with Engineering as Driver, Platform as Enabler."

Meeting Cadence Template

Table 6: Ritual / Frequency / Attendees

Ritual	Frequency	Attendees	Purpose
	Weekly		

Weekly Contributor Sync		Driver + Contributors	Coordinate work, unblock
Bi-weekly Enable Council	Bi-weekly	Driver + Enablers	Prerequisites, SLAs
Phase Gate Review	At transitions	Accountable + Driver + Advisors	Go/no-go decision
Monthly Governance Retro	Monthly	Accountable + Drivers	Review hybrid effectiveness

Gate Review Agenda (Hybrid)

Table 7: Time / Topic / Owner

Time	Topic	Owner
0–5 min	Context and status	Driver
5–15 min	Evidence walkthrough	Driver
15–25 min	Options and recommendation	Driver
25–35 min	Accountable questions	Accountable
35–40 min	Go/no-go decision	Accountable
40–45 min	Follow-ups and handoffs	Driver

Artifact Checklist

Required Documents

- Updated POP with hybrid rules
- RACI chart with Accountable per gate
- C2O contribution matrix per phase
- Decision log with WHO (authority) vs HOW (execution) fields
- Escalation thresholds defined

Recommended Tracking

- Metrics dashboard showing:
 - Decision latency (Accountable vs Driver decisions)
 - Escalation rate and resolution time
 - Bottlenecks by role
- Role rotation log (when Drivers change phases)
- Override log (when Accountable overrides Driver)

Worked Example: Compliance Change Initiative

Context

A financial services firm must implement a regulatory change (requires compliance sign-off) while also improving customer experience (requires agile iteration).

Hybrid Structure

RACI Layer:

- Accountable: Chief Compliance Officer (regulatory sign-off)
- Gates: Each phase requires compliance review

C2O Layer:

- Drivers change by phase (Compliance Lead ' Legal ' Engineering ' Ops ' Change)
- Contributors deliver work between gates
- Advisors provide time-boxed input

Combined Matrix

Table 8: Lifecycle Phase Reference

Phase	RACI Accountable	C2O Driver	Contributors	Enablers	Advisors
Discover	CCO	Compliance Lead	Legal, Engineering	Platform	External Counsel
Decide	CCO	Legal Lead	Compliance, Product	Platform	Risk Committee
Build	CCO	Engineering Lead	QA, DevOps	Platform, Security	Compliance
Run	CCO	Ops Lead	Support, Engineering	Platform	Compliance
Adopt	CCO	Change Lead	Training, Comms	Platform	Compliance

Conflict Example

Situation: Engineering Driver recommends phased rollout; Compliance Accountable requires immediate full deployment for regulatory deadline.

Resolution:

1. Driver prepares escalation with options:
 - Option A: Full deployment (higher risk, meets deadline)
 - Option B: Phased with exception request (lower risk, regulatory negotiation)
 - Option C: Accelerated phased (medium risk, meets deadline -2 days)
2. Accountable chooses Option C with additional monitoring
3. Decision recorded: "CCO approved accelerated phased rollout with enhanced monitoring. Driver to report daily until complete."

Anti-Patterns in Hybrid Governance

Table 9: Anti-Pattern / Symptom / Fix

Anti-Pattern	Symptom	Fix
RACI theater	Chart exists but not used	Reference at gates; audit decisions
Driver without authority	Accountable micromanages	Define thresholds; empower Driver within bounds
Parallel accountability	Both RACI Accountable and C2O Driver think they decide	Clarify: Accountable = authority at gates; Driver = authority between gates
Stale RACI		Refresh at phase transitions

	Chart from kickoff never updated	
Shadow governance	Informal group overrides official structure	Enforce single source of truth; audit decision log
Escalation avoidance	Thresholds unclear; decisions wait	Publish thresholds; require options + recommendation

Getting Started Checklist

Preparation

- Re-state outcomes and map current RACI
- Highlight friction points where RACI fails (delays, confusion, re-litigation)
- Identify which gates require compliance/regulatory sign-off

Design

- Apply C2O verbs to collaboration moments between gates
- Map RACI Accountable to C2O Sponsor role
- Define escalation thresholds and SLAs
- Capture hybrid rules in POP

Launch

- Socialize hybrid guidelines in a 90-minute workshop
- Walk through decision tree with real examples

- Set up tracking (decision log, escalation log)
- Schedule first Monthly Governance Retro

Iterate

- Review effectiveness at Monthly Retro
- Adjust thresholds based on escalation patterns
- Capture learnings; refine hybrid rules
- Share practices with other teams

Templates

Hybrid POP Addition

Add this section to your standard POP:

```
## Hybrid Governance Rules

### RACI Accountable: [Name/Role]
- Sign-off authority at gates: [List gates]
- Escalation SLA: [24h/48h]
- Override protocol: [Reference conflict playbook]

### C2O Drivers by Phase
| Phase | Driver | Authority Bounds |
| -----|-----|-----|
| Discover | | |
| Decide | | |
| Build | | |
| Run | | |
| Adopt | | |
```

### Escalation Thresholds (to Accountable)		
Trigger	Threshold	SLA
Budget variance	>10%	24h
Schedule slip	>1 week	24h
Risk level	Critical	Immediate
Compliance issue	Any	Immediate

Next Steps

- 1. Assess current state:** Map existing RACI and identify friction points
- 2. Design hybrid model:** Apply C2O verbs; define thresholds
- 3. Document in POP:** Add hybrid governance rules
- 4. Run workshop:** Socialize with stakeholders
- 5. Track effectiveness:** Monitor escalations, overrides, decision latency
- 6. Iterate monthly:** Refine based on retro findings

See Also

- [Pre-emptive Ownership Pact \(POP\)](#)
- [Decision Rights: Charters & Matrices](#)
- [Roles & Verbs](#)
- [C2O vs RACI Comparison](#)

Template from C2O Knowledge Base

Related Documents

- Pre-emptive Ownership Pact (POP)— C2O Template