The Responsibility Ledger

A working page for locating responsibility accurately — without blame and without excuse. Use it with the Dana / Ray / Michelle case, then with each of your own three cases.

Name _____ Date _____ Case _____

1 · SEE — Actions, decisions and omissions

List every piece of observable conduct (aim for ten or more). Assign ownership: a named person, the committee/organisation, another group, or "unknown".

#	Action, decision or omission (observable conduct)	Owner	Impact

2 · UNDERSTAND — Systemic gaps

Policy, governance, role or process gaps that created the conditions. Name the owner of each gap.

Systemic gap	Owner	How it shaped what happened

3 · UNDERSTAND — Locating statements

One sentence per person: what they did or did not do, and its impact. Conduct and impact can be clear even when motive is unknown.

Person: _____

Person: _____

Person: _____

4 · CHOOSE & PARTICIPATE — What the client can and cannot now do

Part of the situation	Within the client's reach	Not the client's to carry

Checks as you go. Is this observable conduct or an interpretation? · Has responsibility defaulted to "equal" without evidence? · Is the structure named where it belongs — and is your own part as practitioner named too? · Uncertainty about motive does not require uncertainty about harm or responsibility.