WORKSHEET + WORKED EXAMPLE

Who Decides?

A proposed decision map, ready to check with everyone on it.

15-20 minutes | RAPID decision roles

Use it in three moves

1. Name one decision, its boundary, and when it is needed. Don't map a whole project at once.

2. Propose one recommender and one decider. Include people who bring essential input and people who will carry out the choice.

3. Reserve Agree for a specific mandatory requirement. Confirm the map with the people named; typing a name does not grant authority.

One decision

Use a question that can actually be answered.

What is already decided?

Budget, scope, mandatory requirements, and what remains open.

Decision needed by

Recommend - one lead

Develops the proposal and gathers input.

Who Decides?

YOUR WORKING NOTES / CONTINUED

Decide - one accountable person

Has the authority to make this decision.

Input - whose knowledge matters?

Include those affected; input is not a veto.

Perform - who will carry it out?

Bring their practical knowledge in early.

Agree - required sign-off, if any

Use only for a specific mandatory requirement. Otherwise write None.

What requirement needs that sign-off?

Leave empty if no Agree role is needed.

Has the proposed map been checked?

Choose: Not yet / Some people / Everyone named

A question for me

Who will live with the decision but is missing from the input?

See one way through

FICTIONAL WORKED EXAMPLE / NOT THE ANSWER TO YOUR SITUATION

One decision

What support hours should we offer for the next three months?

What is already decided?

Stay within the agreed staffing budget. Weekend coverage is still open.

Decision needed by

Friday, before the next rota is prepared

Recommend - one lead

Asha, support coordinator

Decide - one accountable person

Milo, service lead

Input - whose knowledge matters?

Shift representatives, customer support, and the people working weekends

Perform - who will carry it out?

Shift coordinators and the support team

Agree - required sign-off, if any

None

Has the proposed map been checked?

Not yet

The thinking behind it

Holistic Shaping asks who gets to shape the shared direction. Decision authority can be clear while the people affected still have a real chance to change the proposal.

Bain & Company created RAPID® to clarify decision responsibilities: Recommend, Agree, Perform, Input, and Decide. The letters describe roles, not a sequence. This independent worksheet applies those roles to one decision. RAPID is a registered trademark of Bain & Company.

Bain & Company's RAPID explanation

Read The Lie We've Normalized: "Leadership Is Influencing Behavior" by Nic Payne