

RAPID Decision making

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General decision behaviors



- We clarify **what is (and is not) being decided** in advance
- We **charge the right individual or team** with making the decision (one “D”)
- We establish **clear decision roles**; we do not have an expectation of being involved in every decision
- We clarify the **decision criteria, process, and timeline** upfront
- We determine **what information is needed** and ensure the level of information required reflects the value of the decision

- We each **play our agreed roles**, engaging at the right times and in the right ways
- We evaluate alternatives using **unbiased data** first, judgment second
- We engage in **open and constructive debate**, challenging the status quo
- We strike the right **balance between analysis and action**
- We run **decision-focused meetings** that advance decisions and execution
- We make the **best decision for the organization overall**, not for one’s own function or department

- We **support decisions** once made, regardless of personal viewpoint
- We **communicate** to relevant stakeholders
- We **plan for execution** and allocate resources appropriately
- We **hold ourselves and each other accountable** for execution
- We **track the outcome** to learn and adjust
- We **do not re-open decisions** unless significant factors have changed

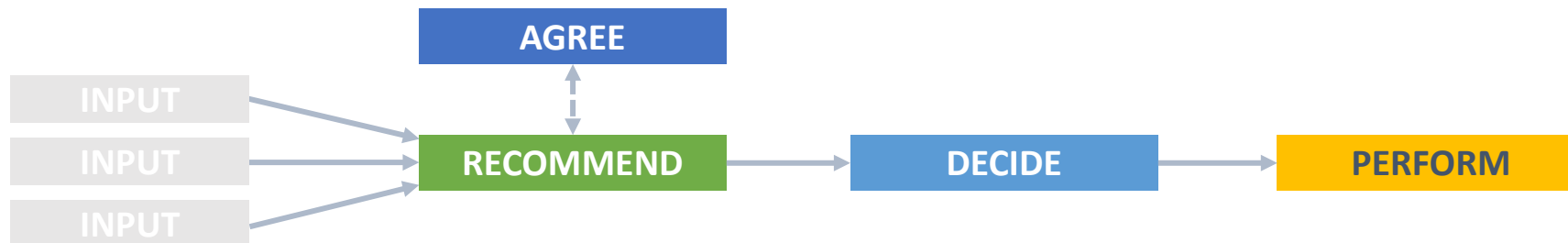
DEVO behaviors

- **Consistently check to see whose voices are dominating** decision-making processes and make sure that the people most accustomed to controlling these processes (white people with respect to people of color; men with respect to women; wealthier people with respect to poorer people; advocates and system workers with respect to neighborhood residents) are not dominating the processes
- **Proactively pull in voices** that are not being heard
- **Seek input from those who would be most impacted by a decision** and those who have most expertise in that decision
- The Recommender of a decision builds a process that **seeks input in culturally competent ways** to ensure we hear from all voices and do not favor those who are more likely to speak-up
- **Balance time spent on process with actions** that move the work forward, because group members will have different levels of tolerance and need for process and action

Reference: RAPID[®] is a tool to clarify decision roles

Description of role:

RECOMMEND	<ul style="list-style-type: none">• Primary responsibility for making a proposal (80% of work happens here)<ul style="list-style-type: none">– Gather and assess the relevant facts– Obtain input from relevant parties– Drive robust analysis and conclusions
AGREE	<ul style="list-style-type: none">• Formal approval of a recommendation• Like an Input “with teeth” – must be factored in
PERFORM	<ul style="list-style-type: none">• Accountable for executing the decision, once it is made
INPUT	<ul style="list-style-type: none">• Consulted on the decision• Provide valuable expertise, experience, information• No obligation for decision maker to act on advice
DECIDE	<ul style="list-style-type: none">• Make the final decision – “Commit the organization to action”• Only one D



Tips when assigning RAPID[®] decision roles

RECOMMEND	<ul style="list-style-type: none">• There is only one R• R has broad visibility and access to information for relevant inputs• R has credibility with both I's and D
AGREE	<ul style="list-style-type: none">• A's should be assigned sparingly; most decisions do not have an A• Involve the A early, when Input is being gathered. The A is at the Recommend stage, not after the Decision is made – "the A is on the R not the D"• Specify the scope of the A (is the Recommendation within budget? Does it violate policy?)
PERFORM	<ul style="list-style-type: none">• There may be multiple P's involved in execution• In many cases, involving the P also as an I ensures good upfront planning/buy-in and stronger transition to execution
INPUT	<ul style="list-style-type: none">• There are usually multiple I's• Assign only to those whose knowledge, experience, or access to resources are so important that it would be irresponsible not to have their input• May also assign to those who are profoundly impacted by decision• Avoid I proliferation – more people will want to be involved than needed
DECIDE	<ul style="list-style-type: none">• There is only one D• D should be at level of organization where right trade-offs can be made• Single line of control for any decision; "people can have two bosses, decisions can't"• If D belongs to a group, clarify how it gets exercised (e.g. majority vote)