

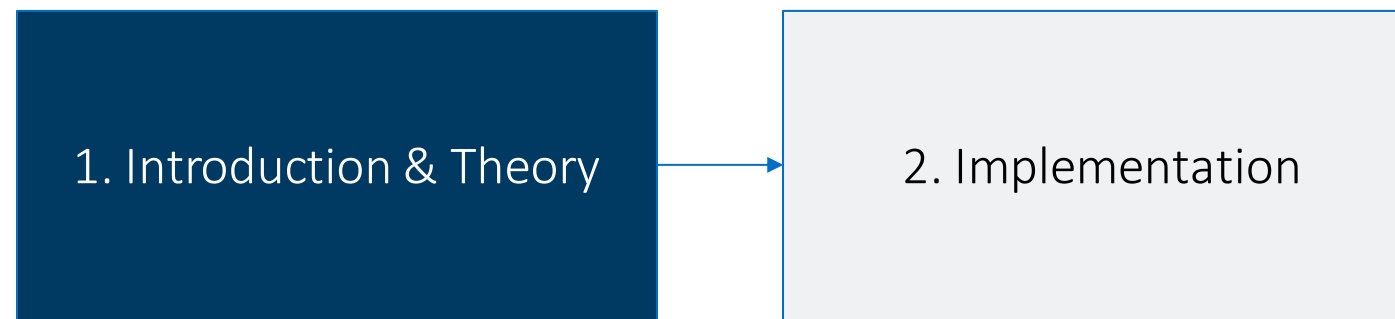
RAPID Model

Decision making



By the end of this unit I will be able to:

- Describe what is a RAPID model
- Implement RAPID





INTRO

When there is a need to handle an **important and complex decision**, such as a new project plan, which consists of many parts, it is likely that there will be plenty of different people involved in this process. Without a clear distinction with regard to who is in charge of what, there is a place for further confusion and misunderstandings. If you need to handle such a big decision, you may wish to employ RAPID as part of your approach to the issue.

RAPID model is designed to enable the **effective decision making process**, while being **focused on having the right people in the right roles during this process**. This considers that involving the right people, and taking others out of the loop, saves time on important decision making.

RAPID® was developed at Bain & Company, Inc. and is a registered trademark of that firm.

- Bain & Company (2011). RAPID®: Bain's tool to clarify decision accountability. Retrieved 25/07/2017 from: <http://www.bain.com/publications/articles/RAPID-tool-to-clarify-decision-accountability.aspx>
- Blenko, M. W., Mankins, M. C., & Rogers, P. (2010). Decide and deliver: 5 steps to breakthrough performance in your organization. Harvard Business Press.
- Rogers, P., & Blenko, M. (2006). Who has the D?. Harvard Business Review, 84(1), 52-61.

RAPID is an acronym for five roles/activities that can exist within the decision making process. However, people can have more than one letter assigned to them, depending on the nature and context of the decision and the size of the group.



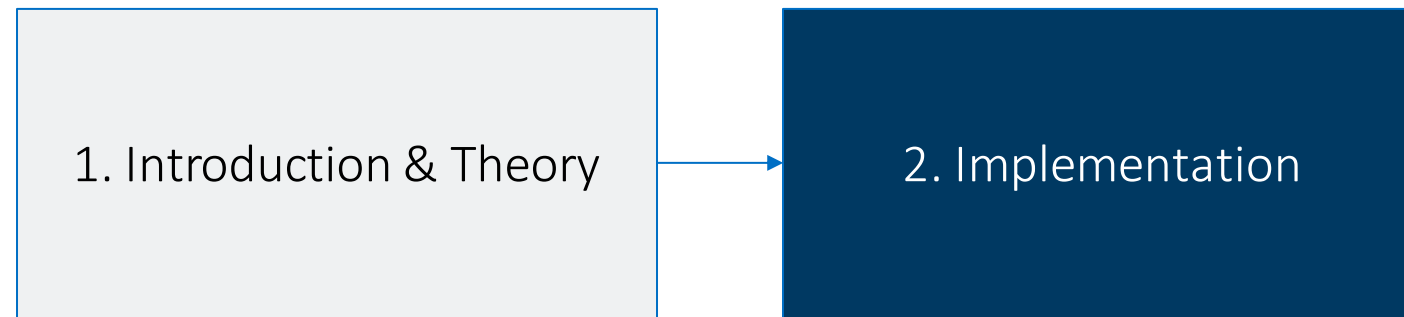
Recommend: create the initial proposals & recommendations.

Perform: Execute the work after the decision is made.

Decide: The person who has the authority to make the decision

Agree: Must agree the proposals from the Recommend group.

Input: Provides information & facts to the Recommend group.





Key steps using
RAPID to optimize
decision making





- Focus on **decisions that are high value and/or high risk** to the business or functional area
- In many cases it is helpful to **stratify “classes” of decisions**
- Once scope has been defined, **describe decisions precisely** to distinguish between steps



For each decision, **what are the appropriate decision rights and roles for each participant?**

Each participant will get the **proper** **R A P I D** **role and responsibility**, according to the Intel conventions and action required.



R

The **Recommender** should be the person best placed to **objectively gather and synthesize the right inputs, and create an optimal recommendation** for Intel.

Prior to launching the work, the “R” needs to confirm with the “D” – decision maker, the scope of the problem, the degree of rigor expected, the timeline, and any constraints around a solution.

The recommendation from a trusted, credible “R” should be accepted 80-90% of the time

To avoid having the “D” over-ruled by a line boss, the “R” should get input from the relevant senior person early in the process, and find out to what extent the line boss wants to be involved in the decision making process



A

The **Agreer** should be assigned very sparingly – no agreers exist on simple decisions.

Functional Agreers are **typically regulatory/compliance-oriented groups such as legal, finance, quality.**

Non-regulatory Agreers are individuals who might be materially impacted by the decision.



P

The **Performer** is the person that is **going to put this decision into action**.

Depending on the specifics of the decision at hand, those within this group could potentially come from a wide variety of departments or areas within the organization.



The **Input group** must be **consulted on a recommendation** before a decision is made. Although an “I” has the right to be heard, he or she **does not have a vote or a veto**. This group will **communicate information and facts about the process to other employees and help generate support for the decision** within the organization. This ensures that the proposals are viable and remain sustainable. When everything about the process is clear and has been communicated to all employees, it is more likely that the final decision can be implemented quickly and successfully.



The **Decision Maker** is the individual **capable of putting the decision into the POR.**

Must be able to execute the decision without the need for additional resources or authorization.

For major decisions, the “D” is **typically a functional leader, or project leader.**

The decision maker **cannot consistently delegate away his “D”, especially to the recommender**, or he does not maintain true decision authority.

The following checklist may assist in **planning the decision meeting**:

Decision Plan Checklist	Yes/No
Is the decision SMART (specific, measurable, attainable, realistic, and time- based)?	
Are the 'I' s appropriate ? Is there a contrary 'I' ?	
Has one 'P' been identified who will be responsible for executing the decision?	
Is the 'A' the appropriate Agreeer ?	
Is the appropriate 'D' included ?	
Is the timing too soon or too late ?	

You may use the [Meeting decision template](#):

R
A
P
I
D

Topic	<i>[topic / objective / decision]</i>
Desired WW	<i>[work week that decision is needed]</i>
Time required	<i>[estimated meeting length]</i>
Recommender	<i>[Name of individual who leads process to develop recommendation]</i>
Agreers	<i>[Typical answer is NA, used only in extraordinary circumstance – e.g. regulatory or legal]</i>
Performer	<i>[Individual accountable for implementing the decision, e.g. a project manager]</i>
Inputs	<i>[Name of individual(s) or body who ask for decision, provide input to recommendation]</i>
Decider	<i>[Name of individual who is empowered to make decision]</i>

Decision	<i>Decision either requiring a Y/N to the recommendation, or a selected option among feasible candidates</i>	<i>[Decision required]</i>
Business Units Impacted		<i>[e.g. DEG, MG]</i>
Support Teams Impacted		<i>[e.g. IT]</i>

Meeting decision template - example:

Topic	Build vs. buy of new enterprise software
Desired WW	WW 49
Time required	1.5 hours
Recommender	John Doe (Operations Manager)
Agreers	Representative from Legal Affairs
Performer	Judy Chang, Tom Sullivan
Inputs	Jane Doe, Fred Smith (people with expertise in procurement, software architecture, end-users, and probable 'P's, both those who might build software as well as those who might install new software in-house.)
Decider	Ana Garcia (Director)

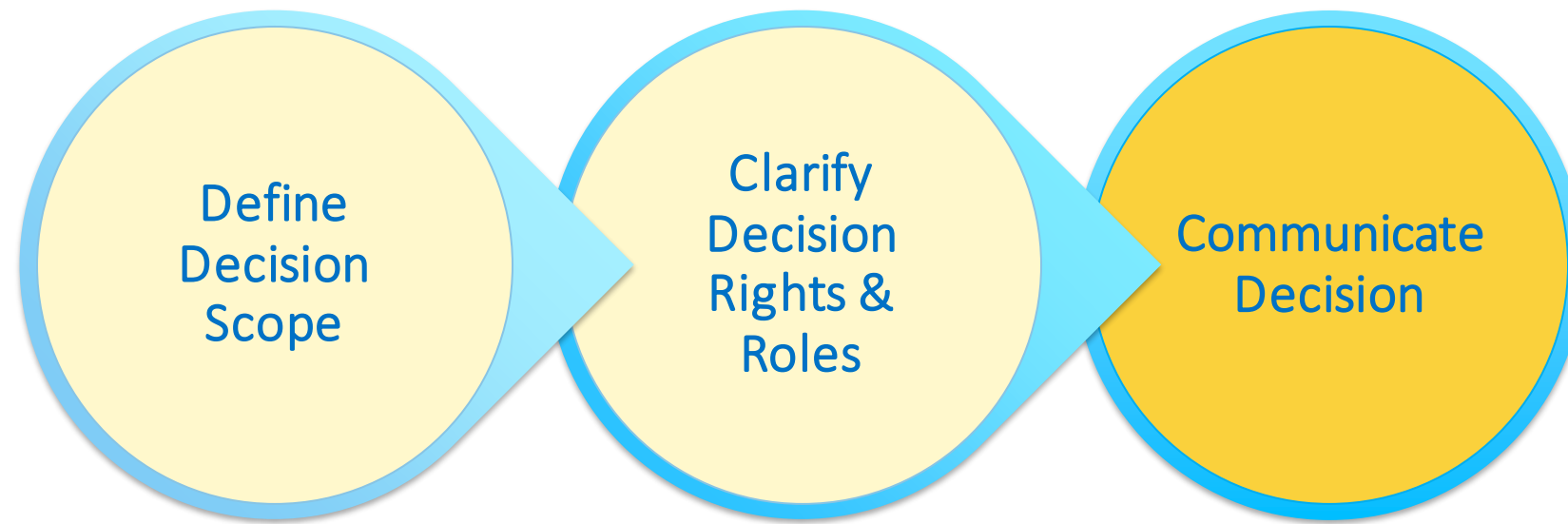
Decision	<i>Decision either requiring a Y/N to the recommendation, or a selected option among feasible candidates</i>	<ol style="list-style-type: none"> 1. Purchase new software 2. Build new software
Business Units Impacted		[e.g. DEG, MG]
Support Teams Impacted		[e.g. IT]

It is important to provide a **clear and exact Agenda for the meeting** and topics:

Time	Topic	Presenter	Description	Expected Outcome
0:00 – 0:05	KICK OFF: Agenda	Name	<ul style="list-style-type: none"> ○ Agenda ○ Introduction 	<ul style="list-style-type: none"> ○ Aligned on agenda & expectations for the session
0:05 – 0:35	REVIEW: Topic 1	Name	<ul style="list-style-type: none"> ○ Presentation 	<ul style="list-style-type: none"> ○ Attendees are familiar with the topic
0:35 – 0:45	DECIDE: Topic 1 Decide	Name	<ul style="list-style-type: none"> ○ Discussion and Decision 	<ul style="list-style-type: none"> ○ “D” has committed to a decision
0:45 – 0:50	WRAP-UP	Name	<ul style="list-style-type: none"> ○ Identify next steps ○ Close-out opens and assign ARs 	<ul style="list-style-type: none"> ○ Define next steps; owners and due dates

For the Recommender's purposes the **decision recommendation can be presented in the following format:**

Recommended decision	<i>Buy new software and modify impacted business processes.</i>
Criteria considered in decision	<i>Process/quality issues Technical feasibility Financial implications Implementation details</i>
Decision pros/cons	<i>Build options would be much too costly.</i>



What does it take to roll the solution out?

- Develop a communication plan to educate participants about the new decision making POR
- Leadership team role models optimal decision making behaviors

What does it take to sustain the solution so it “sticks”?

- Daily tools like a **meeting notification template for the decision** at the beginning of each meeting, and a specific **communication foil** (if needed) at the end
- Highlight **implementation enablers**

THANK YOU