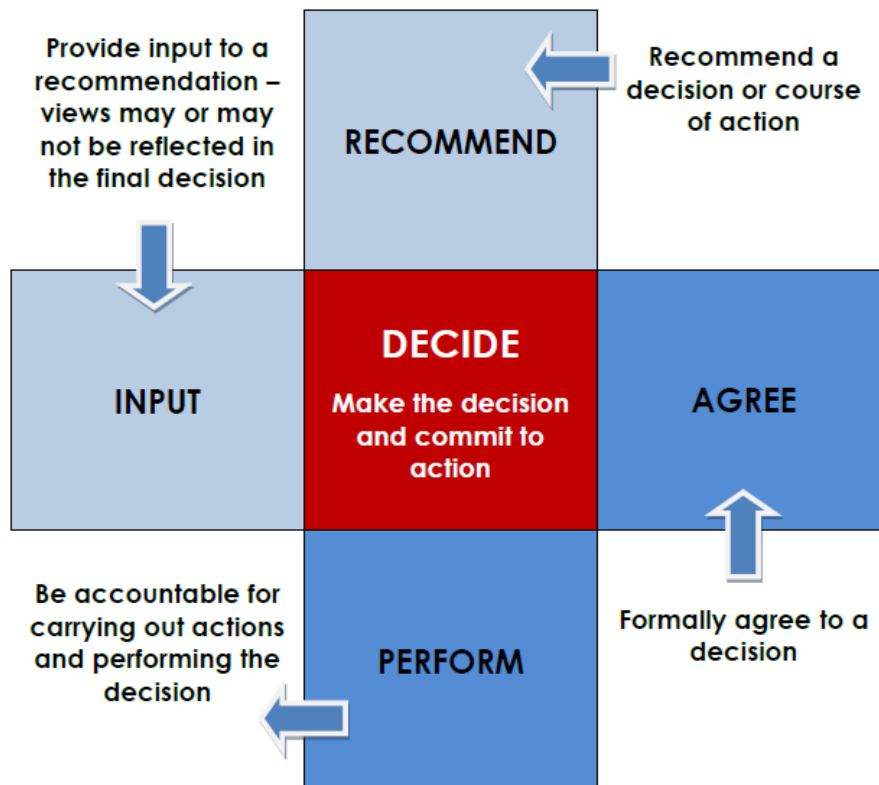


RAPID Decisions

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Every success or failure, every well-taken or wasted opportunity is the consequence of a decision. If right decisions cannot be made in a rapid and effective way, profitability and service provision will suffer. To address this common problem, Bain created RAPID, a tool to clarify decision accountability, and help make better decisions more often, and in a timely manner.



The main cause of inefficient and ineffectual decisions is the ambiguity about who is accountable for each decision. This can be clarified by using the R.A.P.I.D. model to assign well-defined roles to each person taking part in those processes considered as key for the organisation — which new products to develop, services to provide, where to spend, how to save, and how to balance the books.

To use RAPID you need to be clear about:

- Who must make recommendations in the decision-making process.
- Who agrees to the suggestion before progressing in the process.
- Who must provide input to ensure the feasibility of the decision.
- Who makes the final decision.
- Who performs (implements) the decision taken.

Once these roles are clearly defined, taking the right decisions in a rapid and effective way is much easier.

The Recommender must:

- Propose a key decision for the organisation. To that end, he/she must obtain data and analyse them to support the “good sense” of the decision.
- Talk to the people in charge of providing their input, listen to them and include their vision.

The person who Agrees must:

- Negotiate changes in the proposal with the person doing the recommendation, in the event of his/her being reluctant to accept the original proposal.
- Try to solve the questions on which there is disagreement, transferring the issue to the person who takes the final decision.
- Veto the recommendation, if deemed appropriate.

The person who provides Input must:

- Give the recommender information on the feasibility and practical implications of the decision.

The person who Decides must:

- Accept responsibility for making the decision.
- Solve any disagreement that may have arisen during the decision-making process.

The person who must Implement the decision must:

- Take action to put the decision into practice.
- Monitor its effective implementation within the time allotted.

In order to make swift decisions that are mostly right, it's important to:

- Ensure there is only one person with the power to make the final decision on the subject discussed. When two or more people are certain of their being the ones who have the last word about a decision, the situation often degenerates into hard bargaining.
- Avoid allowing too many people to have the power to agree to the decision. The fact that there are lots of people with the power to exercise a veto usually brings the process to an excessive standstill and dissuades those who make recommendations.
- Limit the number of people who have the power to provide input take part in the process. When too many people are involved, there are many contributions that add no value to the decision, and only serve to add confusion.