FACILITARE.RO
Playful facilitation for teams that want results

DECISION TYPES MAP

Cynefin × RAPID: a canvas for deciding with sense, not just with speed

CANVAS A3 — v1.0
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STEP 1 → WHAT TYPE OF DECISION IS THIS?

SIMPLE / CLEAR

Obvious cause and effect. A best practice exists.

Examples:

- Leave approval
- Invoice payment
- Onboarding procedure
- Password reset

Key question:
Is there a procedure? Apply it.

COMPLICATED

Cause and effect exist, but it takes experts.

Examples:

- New product launch
- Team restructuring
- Annual financial plan
- IT supplier selection

Key question:
Who are the experts? Gather them.

COMPLEX

Cause is only visible in retrospect. Needs experiments.

Examples:

- Cultural change
- Entering a new market
- Digital transformation
- Retention strategy

Key question:
What small, safe experiment can we run?

CHAOTIC

No visible cause-effect relationship. Crisis.

Examples:

- Cyber attack
- Surprise CEO resignation
- Acute PR crisis
- Loss of a major client

Key question:
Act NOW, stabilise, then think.

STEP 2 → WHAT PROCESS FITS?

THE RIGHT PROCESS FOR EACH TYPE

SIMPLE / CLEAR

Sense → Categorise → Respond

⇒ Decide fast, individually
⇒ Apply the existing procedure
⇒ Don't waste time in meetings
⇒ Document if an exception appears

COMPLICATED

Sense → Analyse → Respond

⇒ Call in the right experts
⇒ Ask for data, options, pros and cons
⇒ Decide based on rigorous analysis
⇒ Beware of "analysis paralysis"

COMPLEX

Probe → Sense → Respond

⇒ Launch small, parallel experiments
⇒ Amplify what works, stop what doesn't
⇒ Iterate in short cycles (1-2 weeks)
⇒ Accept that you can't plan everything

CHAOTIC

Act → Sense → Respond

⇒ Immediate decision, no debate
⇒ Stabilise the situation first
⇒ Communicate directly, without ambiguity
⇒ After stabilising, move it back to Complex

STEP 3 → WHO HAS WHICH ROLE? (RAPID)

MAP THE ROLES: THE RAPID METHOD (BAIN)

For each important decision, assign the 5 roles.
A role can belong to one person or to a small group.

R — RECOMMEND
Who prepares the proposal, the data, the options?
Name / role in the organisation...

A — AGREE
Who must agree (veto) beforehand?
Name / role in the organisation...

P — PERFORM
Who implements the decision once it is made?
Name / role in the organisation...

I — INPUT
Whose opinions do we ask, without a veto?
Name / role in the organisation...

D — DECIDE
Who makes the final decision? (ONE person only)
Name / role in the organisation...

A tool built by Bogdan Grigore — Facilitare.ro
If you need a workshop or facilitation for your team, give me a sign:
bogdan@facilitare.ro

How to use it: print on A3 or open on a laptop screen.
Working with a team: fill in the 3 steps in order, standing at the wall.
Step 1 → Step 2 → Step 3. Each step takes 5-15 minutes.