Decision Types Map

Guide for the facilitator: a 75-90 minute session design with a team

When to use it

With leadership teams who make repeated decisions badly (they keep coming back to the same topic), with teams who confuse "decision made" with "decision communicated", or at the kick-off of a complex project where it is still unclear who decides what. Ideal: 5-12 participants, one real decision they have not yet made.

THE SESSION DESIGN: 75-90 MINUTES

5 min — **CHECK-IN**
A short question: "Tell us about a decision you regretted this year and why." It sets the frame.

10 min — **CYNEFIN BRIEF**
Present the 4 quadrants (the canvas, step 1). Use examples from their own life, not generic ones.

15 min — **STEP 1: SORTING THE DECISIONS**
Each person writes 3-5 real decisions on sticky notes. In pairs, they place them on the canvas in the 4 quadrants.

15 min — **DISCUSSION ON PATTERNS**
Where did they cluster? Which decisions are treated as Simple although they are Complex? This is where the aha is.

10 min — **STEP 2: THE PROCESS**
They choose 1 major decision (from the complicated or complex ones). They read the formula of the right process.

20 min — **STEP 3: RAPID, LIVE**
Assign the 5 roles for that decision. This is where the useful conflicts appear: facilitate them.

5 min — **COMMIT & CLOSE**
Who does what by next time? Photo of the canvas, attach it to the minutes, a deadline for R and D.

Facilitator tips (from 500+ workshops)

1. Don't explain Cynefin academically. Bring 2-3 real examples (admin procedures, a product launch, a restructuring). The team gets it in 3 minutes, not 15.
2. The hardest sorting is Complicated vs Complex. The test question: "Can we make a detailed plan?" If yes → Complicated. If the answer is "it depends on what we do" → Complex.
3. At RAPID, let the discomfort appear. When 3 people think they are all "D", it is your moment. Don't solve it yourself: make them negotiate. That is where the real decision of the session is made.
4. Add something playful to the sorting: an A3 sheet on the wall, coloured sticky notes, people standing. A sorting done sitting at a table versus one done standing differs visibly in energy and clarity.

A tool built by Bogdan Grigore — Facilitare.ro

If you need a workshop or facilitation for your team, give me a sign:

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20 years, 500+ workshops