

Decision Types Map

Guide for the leader: how to use it alone, at your desk, in 10 minutes

Why you need it

Most decision meetings fail not because people are incapable, but because you treat a complex decision with simple tools, or the other way round. The map helps you stop for 5 minutes, see what kind of decision you are dealing with and choose the right process, before you convene anyone.

HOW TO USE IT: 3 STEPS, ~10 MINUTES

STEP 1. Put the decision in a quadrant (2 min)

Write the decision on a sheet in 1 sentence. Then ask yourself:

- Is there already a procedure or a precedent? → SIMPLE / CLEAR. Decide alone, now.
- Do I need experts to analyse it? → COMPLICATED. Call them in.
- Can't I know beforehand what will work? → COMPLEX. Plan experiments, not solutions.
- Is it a crisis, must we act now? → CHAOTIC. Decide, stabilise, think afterwards.

STEP 2. Choose the right process (3 min)

Read on the canvas the formula for your type of decision. The classic trap:

- You treat a Complex one as Complicated (you make a plan instead of experiments) → you are stuck for months.
- You treat a Complicated one as Simple (you decide fast, without experts) → costly mistakes.
- You treat a Simple one as Complicated (a big meeting for what was procedural) → you are uselessly slow.

Read step 2 on the canvas and align your process with the real type of the decision.

STEP 3. Assign the RAPID roles (5 min)

Before you send the first email or put the first meeting in the calendar, write on the canvas:

- R (Recommend): who prepares the proposal? • I (Input): whom do I ask, without a veto?
- A (Agree): who has a veto before the decision? • D (Decide): who decides in the end?
- P (Perform): who implements it?

A simple rule: if "D" is a group or "I don't know", stop. Clarify D before anything else.

3 rules most managers forget

1. The type of decision can change. What was Complex last month may be Complicated today. Redo the quadrant for every major decision, not once a year.
2. "Decide" must be ONE single person. Not a group, not a committee. Otherwise = nobody.
3. In Complex, plans are hypotheses. Don't ask your team for impossible certainties. Ask for testable hypotheses.

A tool built by Bogdan Grigore — Facilitare.ro

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