

THE RAPID FRAMEWORK FOR TEAM DECISION-MAKING

A simple tool to clarify who does what — so decisions get made and acted on

WHAT THIS IS

RAPID is a structured approach to team decision-making developed by **Bain & Company**. It stands for **Recommend, Agree, Perform, Input, Decide** — five key roles that ensure everyone knows their part in how a decision is made.

In *Be More Strategic, Chapter 9: Be More Decisive, Be a Doer*, Charlie shares examples of leaders who cut through confusion, overlap, and delay, turning endless discussion into clear, accountable action. The RAPID framework is often the key.

“When everyone owns the decision, no one owns the outcome. RAPID makes accountability visible.”

WHY IT MATTERS

Many teams confuse participation with ownership. Meetings drag, decisions blur, and nothing moves forward.

RAPID helps you:

- Clarify *who* does what in every decision
- Improve speed, transparency, and accountability
- Build trust — because people know their role
- Free up time and energy for what really matters

It's not bureaucracy — it's clarity.



THE FIVE ROLES EXPLAINED

ROLE	PURPOSE	TYPICAL QUESTIONS
R – Recommend	The person or group who proposes a decision or action.	What is the recommendation? What data supports it? What options were considered?
A – Agree	Those whose buy-in is essential before a decision can be made. They can veto or reshape the proposal.	What conditions must be met for us to agree? What risks or dependencies exist?
P – Perform	The people who will carry out the decision once made.	What will success look like? What resources or support will we need?
I – Input	Those who offer information, insight, or expertise to inform the decision.	What can you share that will strengthen this choice? What are we missing?
D – Decide	The single decision-maker who commits the organisation to action.	What final call will you make? When will it be made? How will it be communicated?

Tip: Each decision should have **one D**, not two, not “everyone.”

Shared accountability is often no accountability at all.



HOW TO USE RAPID

You can apply RAPID in three ways: as a leader, a team, or an organisation.

1 MAP A CURRENT DECISION

Take a live issue your team is facing (e.g. launching a new product, changing a process, or setting next quarter's priorities).

List the people involved and assign each one a role (R, A, P, I, or D).

Ask:

- Who's recommending
- Who must agree before we proceed
- Who needs to give input
- Who will perform once decided
- Who finally decides

You'll often find duplication (too many R's or D's) or gaps (no clear A).

Clarify, simplify, and communicate the final role map.

2 BUILD RAPID INTO MEETINGS

When discussing a new issue, ask early:

"Who's the R, who's the D, and who needs to A or I this?"

Agree the roles at the start — and finish with one clear decision and next action.

3 APPLY RAPID TO RECURRING DECISIONS

For ongoing or strategic decisions (budgeting, recruitment, partnerships), define RAPID roles once and publish them so everyone knows who's responsible when decisions arise again.



MINI TEAM EXERCISE

1. Choose one high-impact decision your team struggles to make.
2. Map the RAPID roles together on a whiteboard.
3. Identify overlaps, bottlenecks, or unclear ownership.
4. Redesign the roles and agree the next step.
5. Review outcomes in two weeks – what changed

Example:

- **R:** Strategy Director (drafts proposal)
- **A:** CFO, HR Director (agree on budget and structure)
- **P:** Operations Team (deliver)
- **I:** Regional Heads (insight and feedback)
- **D:** CEO (final call)

WHEN TO USE IT

- Complex or cross-functional decisions
- Slow-moving projects
- Teams where everyone feels involved but no one feels responsible
- After reorganisation, merger, or leadership changes

TAKING IT FURTHER

Embedding RAPID across a business transforms decision speed and ownership, but it takes practice.

If you'd like guidance designing or rolling out RAPID in your leadership team or organisation, contact Charlie for facilitation support and templates tailored to your context.



REMEMBER:

Clarity beats consensus.

The fastest teams are not those that rush decisions; they're the ones who know exactly who decides, when, and why.

