

RAPID Matrix

Framework: RAPID (Recommend, Agree, Perform, Input, Decide)

Use for: High-stakes decision clarity — typically used for strategic, cross-functional, or recurring decisions where role confusion has caused problems in the past.

Time required: 30–60 minutes per decision set. RAPID is more heavyweight than RACI or DACI — use it where the stakes justify the overhead.

The five roles

RAPID was developed by Bain & Company. The roles are designed to clarify who has real authority vs. who has input authority vs. who executes.

Role	Meaning	Key detail
R — Recommend	Proposes a course of action, supported by analysis. Gathers Input, drives toward a recommendation.	Usually 1 person or a small team
A — Agree	Must formally sign off before the decision can proceed. Has veto power within their domain.	May be 0, 1, or a few — but every A can block
P — Perform	Executes once the decision is made. Not part of the decision-making; just implementation.	Often more than 1
I — Input	Provides facts, data, or perspective that the Recommender uses to build the case. Input is one-way — not a vote, not a veto.	As many as needed
D — Decide	Has final authority. Makes the call. If there is one D and they decide, the decision is made.	Exactly 1

The critical distinction from RACI/DACI: - The **A (Agree)** role in RAPID is a formal veto within a domain — not just a notification. If Legal must Agree and Legal says no, the decision cannot proceed without resolving Legal's objection. - The **D (Decide)** is the final authority above all Agrees.

When to use RAPID vs RACI vs DACI

Framework	Best for
RACI	Task assignment — who does what on a project

Framework	Best for
DACI	Decision process — who manages decision-making workflow
RAPID	High-stakes decisions with multiple formal veto points (Legal, Compliance, Finance)

Project / decision set being mapped

Decision domain: __

Prepared by: __

Date: __

Stakeholder key

Abbreviation	Full name / role

RAPID Matrix

Enter R / A / P / I / D for each decision. Every row needs exactly one D.

Decision	—	—	—	—	—	—	Notes
STRATEGIC DECISIONS							

Decision	—	—	—	—	—	—	Notes
Approve annual strategy and budget							
Enter a new market or segment							
Strategic partnership or contract > \$X							
Major vendor selection							
PRODUCT DECISIONS							
Product roadmap prioritization (quarterly)							
Accept or reject a major product spec							
Sunset a product or feature							
PEOPLE DECISIONS							
Hire for VP+ role							
Termination of employment							
Compensation band changes							
FINANCIAL DECISIONS							
Approve spend > \$[threshold]							
Approve spend > \$[higher threshold]							
Approve new cost center or budget line							
[Add your decision areas]							

Decision thresholds (document your spend / headcount thresholds here)

Decision type	Level 1	Level 2	Level 3
Discretionary spend	Up to \$__: Manager	\$-\$: Director	\$__+: VP/C-level
Hiring	Individual contributor: __	Manager: __	Director+: __
Contract value	Under \$__: __	\$-\$: __	\$__+: __

Clarity check

- ☐ Every decision has exactly one **D** (Decide)
- ☐ **A** (Agree) roles are only assigned where that person genuinely has veto authority in their domain (Legal, Finance, Compliance, etc.)
- ☐ **R** (Recommend) is one person who will actually do the analysis and drive the recommendation
- ☐ **P** (Perform) knows they'll be asked to execute — have they been informed of their role?
- ☐ **I** (Input) people understand that their input informs but does not determine the outcome

Common RAPID anti-pattern: Everyone is marked A (Agree), which means anyone can block anything. If more than 2-3 people have Agree on a given decision, it's likely to be a governance bottleneck rather than a protection mechanism.

RAPID is a decision-rights framework developed by Bain & Company. Covered in the Frameworks & Mental Models Guide on biztechprimer.com.

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