

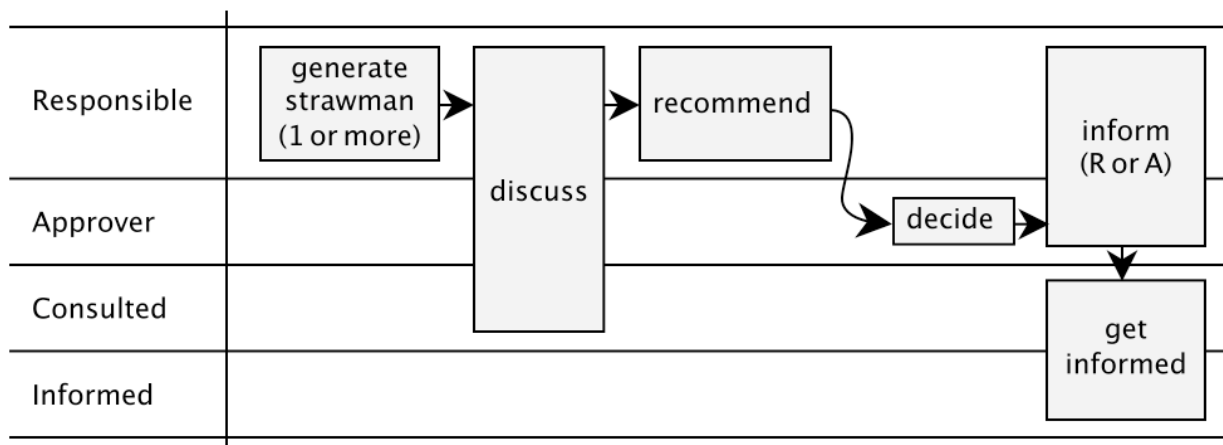
Two actions that dramatically improve the quality and speed of decisions are:

1. Defining ownership and roles for decisions (called “decision rights”)
2. Using repeatable decision processes

The **RACI Decision Model** defines 4 decision-making roles:

		Responsibility	Shorthand	How many in this role for each decision?
R	Responsible	frame up the decision, provide options and recommendations	“heavy lifting”	usually 1 (sometimes a few)
A	Approver	make the decision	“the buck stops here”	1 and only 1
C	Consulted	provide input into the decision	“my opinion counts”	varies (none to many)
I	Informed	get told about the decision	“I get told afterwards”	varies (none to many)

For **Complex Decisions**, this decision process works well:



For **Simple Decisions**, the following abbreviated decision process is more appropriate. Note that in this process, the same one person holds the Responsible and Approver roles:

