Decision Support Templates

Decision Responsibility Matrix and Decision Log

Before making a decision, you and your team must determine how the team will work together by defining the path of decisions and the decision-making roles. We recommend doing this as a team exercise.

Think of this as a decision-making RACI matrix. List the key decisions and clarify who gets a “seat at the table”.

Define your path from initial decision to delivery and identify questions that need to be answered to move forward. For example, consider decisions that might need to be made using a Scrum approach (this is only a partial list):

Decide if it’s important to address



Identify a problem or need



Clearly articulate and obtain agreement on problem or need

1. *Is there enough value to pursue a solution?*
2. *Is it really a problem? Is there a real opportunity here?*

Sprint

Sprint Planning

1. *What will we do differently next sprint?*
2. *Is change needed from someone outside the team?*
3. *Who should address this roadblock?*
4. *Can we make any progress around the roadblock?*
5. *Should we remove this story from the sprint?*

Daily Scrum

1. *Is it “done”?*
2. *Is it acceptable?*

Sprint Review

1. *What are the root cause(s) of the problem?*
2. *Are these stories “ready”?*
3. *What is our capacity this sprint?*
4. *Should this be added to the backlog?*
5. *What is its priority?*

Establish and maintain the product backlog

Sprint Retrospective

Next, come to an agreement on who the decision maker(s), decision supporter(s), and decision awareness individuals are.

* Decision makers – make the decision
* Decision supporters – must agree to support the decision
* Decision awareness – need to be aware of the decision

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| --- | --- | --- | --- |
| Decisions | Decision Maker(s) | Decision Supporter(s) | Decision Awareness |
| A | Is it really a problem? Is there a real opportunity here? | <Name(s) or Role(s)> | <Name(s) or Role(s)> | <Name(s) or Role(s)> |
| B | What are the root cause(s) of the problem? | <Name(s) or Role(s)> | <Name(s) or Role(s)> | <Name(s) or Role(s)> |
| C | Is there enough value to pursue a solution? | <Name(s) or Role(s)> | <Name(s) or Role(s)> | <Name(s) or Role(s)> |
| D | Should this be added to the backlog? | <Name(s) or Role(s)> | <Name(s) or Role(s)> | <Name(s) or Role(s)> |
| E | What is its priority? | <Name(s) or Role(s)> | <Name(s) or Role(s)> | <Name(s) or Role(s)> |
| F | Are these stories “ready”? | <Name(s) or Role(s)> | <Name(s) or Role(s)> | <Name(s) or Role(s)> |
| G | What is our capacity this sprint? | <Name(s) or Role(s)> | <Name(s) or Role(s)> | <Name(s) or Role(s)> |
| H | Who should address this roadblock? | <Name(s) or Role(s)> | <Name(s) or Role(s)> | <Name(s) or Role(s)> |
| I | Can we make any progress around the roadblock? | <Name(s) or Role(s)> | <Name(s) or Role(s)> | <Name(s) or Role(s)> |
| J | Should we remove this story from the sprint? | <Name(s) or Role(s)> | <Name(s) or Role(s)> | <Name(s) or Role(s)> |
| K | Is it “done?” | <Name(s) or Role(s)> | <Name(s) or Role(s)> | <Name(s) or Role(s)> |
| L | Is it acceptable? | <Name(s) or Role(s)> | <Name(s) or Role(s)> | <Name(s) or Role(s)> |
| M | What will we do differently next sprint? | <Name(s) or Role(s)> | <Name(s) or Role(s)> | <Name(s) or Role(s)> |
| N | Is change needed from someone outside the team? | <Name(s) or Role(s)> | <Name(s) or Role(s)> | <Name(s) or Role(s)> |

Now that you have established who will be making the decisions, don’t forget to keep track of decisions made or tabled. You can use this log as a tool when you need to review what decision was made, by whom, and why it was made or tabled. This can be a useful reference when making future decisions of similar context or to review why particular decisions were made or tabled.

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| --- | --- | --- | --- | --- |
| Decision to Be Made | Status (Made/Tabled) | Decision Maker(s) | Rationale for Decision | Decision Date |
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