KAIVANT MASTERCLASS

Decision Mapping

CATEGORY	COURSE DELIVERY	DURATION
AI Augmentation and Work Redesign	Face-to-face, remote online or hybrid; public or in-house	2 days (14 training hours)

TARGET AUDIENCE

Operations managers and process owners, risk, compliance and internal audit staff, credit, claims, underwriting, procurement and approval teams, governance and AI oversight leads, and leaders responsible for decisions that affect customers, patients or citizens.

PREREQUISITES

No prior knowledge is needed. Participants bring one process from their organisation with several approvals or checks, and a list of the rules their team follows in it. Completing Kaivant-I (free, about 10 minutes) before the masterclass is recommended.

RELATED MASTERCLASSES

- AI Value Stream Mapping
- AI Process Mining
- Task and Skill Scoring
- Capability Mapping
- Service Blueprinting
- Knowledge-Flow Mapping

Work conceals decisions. Approve or reject. Pay or investigate. Escalate or hold. Many organisations operate on poor prediction models. Blanket checks, fixed limits, and redundant approvals exist because teams cannot differentiate safe cases from risky ones.

DECISION MAPPING

Decision mapping catalogues the choices within a value stream. It splits each decision in two. Prediction calculates probable outcomes. Judgement determines what matters and quantifies acceptable risk. AI excels at prediction. Judgement remains a human responsibility. Accountability stays with your people.

Benefits of decision mapping:

- Exposes the decision points hidden within daily operations.
- The explicit separation of algorithmic prediction from human judgement.
- Identifies obsolete rules built around historical prediction failures.
- Structural redesigns become visible, replacing isolated automation steps.

WHAT CHANGES WITH AI

Decision mapping can inadvertently become a blueprint for removing human oversight. This masterclass balances the equation.

- Four defined levels of AI involvement per decision: gather, analyse, suggest, or act.
- Named accountability. Every high-stakes decision requires a designated owner and a structured review process.
- Decision rights shift based on agreed evidence. This movement happens in both directions.
- Teams maintain their ability to execute hard decisions. Human judgement must not fade.

MASTERCLASS DESCRIPTION

The KAIVANT Masterclass: Decision Mapping teaches participants to map decisions individually. Teams uncover the hidden rules behind their workflows. You will determine the exact boundary for AI involvement in each choice. Accountability and review protocols are built in from the start.

Participants process a worked case. They then apply every methodology to an active process from their own organisation. Attendees leave with a finalized decision map and a concrete decision rights plan.

MASTERCLASS AND LEARNING OBJECTIVES

Following the completion of the masterclass, participants will be able to:

- Catalogue decisions within a value stream. This includes identifying the decision-maker, frequency, data inputs, and the financial cost of an error.
- The division of each decision into its predictive component and its judgement phase.
- Identify hidden rules and name the specific decision each rule represents.
- Distinguish isolated AI implementation from comprehensive workflow restructuring.
- Establish boundaries for AI involvement per decision. Options include gathering information, analysing data, suggesting actions, or executing tasks.
- Assign accountability for high-stakes choices. Determine the resources required for that individual to execute their role effectively.
- Define the evidence required to expand AI autonomy. Establish triggers for reverting decisions back to human operators.
- Formulate strategies for maintaining human proficiency in complex scenarios. Teams must remain prepared when AI confidence drops.

MASTERCLASS APPROACH

This masterclass combines short briefings (about 30%), hands-on exercises utilizing a worked case and the participants' own workflows (about 50%), alongside feedback, presentations, and reflection (about 20%). A single worked case runs through both days. Every step is applied immediately to the participant's organisation. The learning translates to operational execution the next day.

Face-to-face sessions use wall maps, cards, and sticky notes. Remote online sessions operate via a shared digital whiteboard and breakout rooms. Hybrid sessions consolidate in-room and online groups onto one shared digital board. Each group receives a dedicated facilitator.

MASTERCLASS MATERIAL

Participants receive a workbook containing the presentation material. The package includes a worked case pack, a decision map canvas, a hidden rules worksheet, a decision rights plan template, and the KAIVANT notation guide.

CONCEPTS WE WORK WITH



Find the decisions | **Prediction and judgement** | **Hidden rules** | **Redesign the flow** | **Levels of AI involvement** | **Accountability and review** | **Rights that shift with trust**

MASTERCLASS CONTENT

Day 1

Module 1: Decisions hidden in the work

- The decisions inside everyday work.
- Operational shifts when prediction becomes cheap and accurate.
- Adding AI to a single step versus restructuring the entire workflow.
- Exercise: List the decisions in your own process.

Module 2: Mapping the decisions

- Locating every decision within a stream.
- Identifiers for who decides, frequency, and required information.
- The financial and operational cost of a wrong decision. Impacts on the customer and the organisation.
- Exercise: Build the decision map for the worked case.

Module 3: Prediction and judgement

- Prediction: Calculating what is likely to happen.
- Judgement: Determining what matters and how much risk to accept.
- Identifying decisions that are actually predictions in disguise.
- Exercise: Split and debate the case decisions.

Module 4: Hidden rules

- Fixed limits, blanket checks, and extra approvals.
- Investigating the origin of rules with their creators.
- Policies we would never invent today.
- Exercise: Trace the hidden rules in the case and your own process.

Day 2

Module 5: From point change to system change

- Assessing necessity. If prediction were accurate here, would this rule, step, or approval still exist?
- Fast lanes for low-risk cases. Allocating expert time for complex scenarios.
- Operational risks associated with removing rules too quickly.
- Exercise: Redesign the case flow around better prediction.

Module 6: Levels of AI involvement

- Gather information, analyse, suggest a choice, act.
- Assigning a specific level per decision. Recording this data using the KAIVANT notation.
- Addressing scenarios where personnel approve actions without verification.
- Exercise: Set the levels for the case and your own process.

Module 7: Accountability and review

- The accountable person and their required data visibility.
- Sampling and reviewing AI-supported decisions.
- Specialized protocols for credit, health, hiring, or insurance decisions. Managing areas governed by strict legal frameworks.
- Exercise: Design accountability and review for the case.

Module 8: Rights that shift with trust

- Evidence permitting increased autonomy. Triggers forcing a reversion to human control.

- Maintaining human proficiency in hard cases.
- Finalizing your decision rights plan.
- Presentation of plans, feedback, and close.

ASSESSMENT AND CERTIFICATE

- Self-assessment on each learning objective at the start of Day 1 and the end of Day 2.
- Trainer review of group exercises during each module.
- Evaluation of the participant's own outputs. A final presentation accompanied by feedback.
- End-of-course evaluation form.
- Certificate of attendance for full participation and a completed final output.

CONCLUSION

AI changes decisions before it changes jobs. Organisations map decisions one at a time. This process reveals where accurate prediction can eliminate obsolete rules. It accelerates low-risk cases. It reallocates expert bandwidth to complex problems.

Judgement, accountability, and practice remain with your people. Faster decisions cannot compromise operational integrity. Teams must retain the skill to execute accurately on the days AI is unsure.

This methodology drives distinct outcomes across the organisation:

Professionals: Catalogue choices within a value stream, identify the financial cost of an error, and split every decision into its predictive component and its judgement phase.

Managers: Expose obsolete rules built around historical prediction failures. Establish boundaries for AI involvement by assigning one of four levels per decision: gather, analyse, suggest, or act. Designate a specific owner and a structured review process for every high-stakes decision to ensure accountability.

L&D and HR: Formulate strategies for maintaining human proficiency in complex scenarios, ensuring teams retain their ability to execute hard decisions and remain prepared when AI confidence drops.

Start with a baseline

Establish an honest baseline. Kaivant-O reveals your organisation's current AI maturity and identifies the optimal masterclass starting point. Kaivant-I is an assessment-driven diagnostic. It is free, private, and takes about 10 minutes. Access it at kaivantscore.com.

NEXT STEPS

The KAIVANT Curriculum

The KAIVANT Foundation and Practitioner programs prepare leaders for holistic change management. The individual masterclasses isolate specific operational components, providing highly actionable methods for immediate workplace application. These are highly recommended when executing live deployments requiring targeted methodologies.

Understanding AI Change (Foundation): Establish the analytical concepts, empirical evidence, and shared operational vocabulary required to manage continuous AI integration.

Leading AI Change (Practitioner): Execute assessment-driven AI change through constraint-based planning, live event management, and stakeholder alignment.

AI Value Stream Mapping: Identify where work waits before AI integration (Concepts 2 and 4).

AI Process Mining: Analyse the actual process using system data (Concept 4).

Task and Skill Scoring: Determine which tasks AI executes, supports, or leaves entirely to humans (Concept 5).

Decision Mapping: Track decision-makers and map authority shifts (Concept 8).

Capability Mapping: Identify where AI builds or erodes organizational capacity (Concepts 1 and 2).

Service Blueprinting: Map AI touchpoints between customers and staff (Concept 5).

Knowledge-Flow Mapping: Track knowledge transfer between humans, both with and without AI (Concept 7).

Training provider

This course operates under strict license by approved training providers. Every trainer undergoes rigorous coaching and licensing to ensure standardized delivery. Participants receive identical content and sit the exact same exam globally.

In-house versions adapt to an organization's specific operational reality. Content and duration are finalized following a detailed intake discussion. Training providers seeking to offer this curriculum may apply for an official license.