



**A
GREAT
DECISION
EVERY TIME!**



Deep Adoption of DQ

Carl Spetzler, Chairman Strategic Decisions Group

Conference of the Society of Decision Professionals
April 16, 2024

Here are the questions that we will address in this session:

What is **Deep Adoption of DQ**?

What skills do DMs (decision makers) need to earn their DQ driver's license?

What processes and organizational changes are part of **Deep Adoption of DQ**?

If an organization chooses **Deep Adoption of DQ**, how will that change the role of Decision Professionals?

Deep Adoption of DQ.

To gain a deep adoption of organizational decision quality, all the leader/decision makers must own DQ. They need to:

- Apply DQ to all significant decisions,
- Build strong front-end skills,
- Speak the language,
- Rate decisions in real time and insist on reaching the state of DQ,
- Foster the appropriate behaviors before and after commitment,
- And, in addition, know when to call for the support from decision professionals.

We cannot just focus on the strategic decisions that require a decision project with the decision maker as customer. These are too infrequent to define the organization's decision culture.

This expanded vision is what we have called **Deep Adoption of DQ.**

Deep Adoption of DQ.

- With Deep Adoption, DQ becomes ingrained from the first level of supervision to the Board of Directors.
- It becomes part of the language and central to the Decision Culture – “that’s how we make decisions around here”.
- It is part of the leadership development program and part of the onboarding process for new executives and staff.
- Not only are the skills widespread, decision processes and governance structures are reformed to align with the principles of DQ.
- Everyone that leads, manages, and participates in decision making understands their roles and how they can add value by making better decisions.

**To win followers
and achieve
success,
leaders are ...**

But

**The core
function of
leaders and
executives is
decision making.**

Peter Drucker



The power of DQ as a core leadership competence is being recognized.

F

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1.	Robert Half	Menlo Park, California, United States	1948	M. Keith Waddell
2.	Korn Ferry	Los Angeles, California, United States	1969	Gary Dudley Burnison
→ 3.	Spencer Stuart	Chicago, Illinois, United States	1956	Ben Williams
→ 4.	Heidrick & Struggles	Chicago, Illinois, United States	1953	Krishnan Rajagopalan
5.	Russell Reynolds Associates	New York, New York, United States	1969	Constantine Alexandrakis

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Korn Ferry is a global organizational consulting firm. We help clients synchronize strategy and talent to drive superior performance. We work with organizations to design their structures, roles, and responsibilities. We help them hire the right people to bring their strategy to life. And we advise them on how to reward, develop, and motivate their people.

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Korn Ferry Leadership Architect™

Global Competency Framework

An 80-page detailed treatise on Leadership Competency that is thoroughly researched and supported with observed data across many organizations.

Correlations between competencies and overall performance by organizational level

Table 7 presents the correlations between competencies and overall performance for six organizational levels, as well as for individuals at all levels. The competencies are displayed in descending order based on the rankings for the Senior Executive position. The majority of the correlations are statistically significant. The top third competencies that are most highly correlated with overall performance for each level are highlighted in yellow. The overall performance correlations and rankings for each level are presented separately in subsequent tables.

Table 7. Correlations between competencies and overall performance by organizational level

ITEM	FACTOR	COMPETENCY	ALL	ELIC	SRIC	FLL	MOM	EXEC	SE
12	Thought	Decision Quality	0.48	0.43	0.51	0.47	0.49	0.45	0.52
28	Results	Drives Results	0.51	0.58	0.57	0.52	0.50	0.49	0.49
1	Results	Ensures Accountability	0.51	0.63	0.57	0.47	0.52	0.49	0.48
22	Self	Nimble Learning	0.49	0.55	0.55	0.47	0.46	0.50	0.48
36	Self	Instills Trust	0.48	0.63	0.58	0.50	0.47	0.47	0.47
27	Results	Resourcefulness	0.47	0.33	0.50	0.44	0.51	0.50	0.45
6	People	Collaborates	0.46	0.62	0.52	0.44	0.47	0.42	0.45
8	Thought	Manages Complexity	0.47	0.41	0.52	0.50	0.47	0.44	0.44
25	Results	Plans and Aligns	0.48	0.50	0.52	0.46	0.50	0.49	0.44
30	Self	Self-Development	0.47	0.54	0.52	0.48	0.47	0.44	0.43
33	Thought	Strategic Mindset	0.40	0.37	0.42	0.41	0.41	0.42	0.43
34	People	Builds Effective Teams	0.44	0.40	0.47	0.42	0.48	0.45	0.43
38	Results	Optimizes Work Processes	0.43	0.52	0.46	0.43	0.43	0.44	0.43
2	Results	Action Oriented	0.52	0.56	0.63	0.52	0.50	0.51	0.43
16	People	Drives Engagement	0.42	0.48	0.45	0.40	0.46	0.42	0.42



Decisions are only part of the equation—they are the front end to execution for delivery of results.



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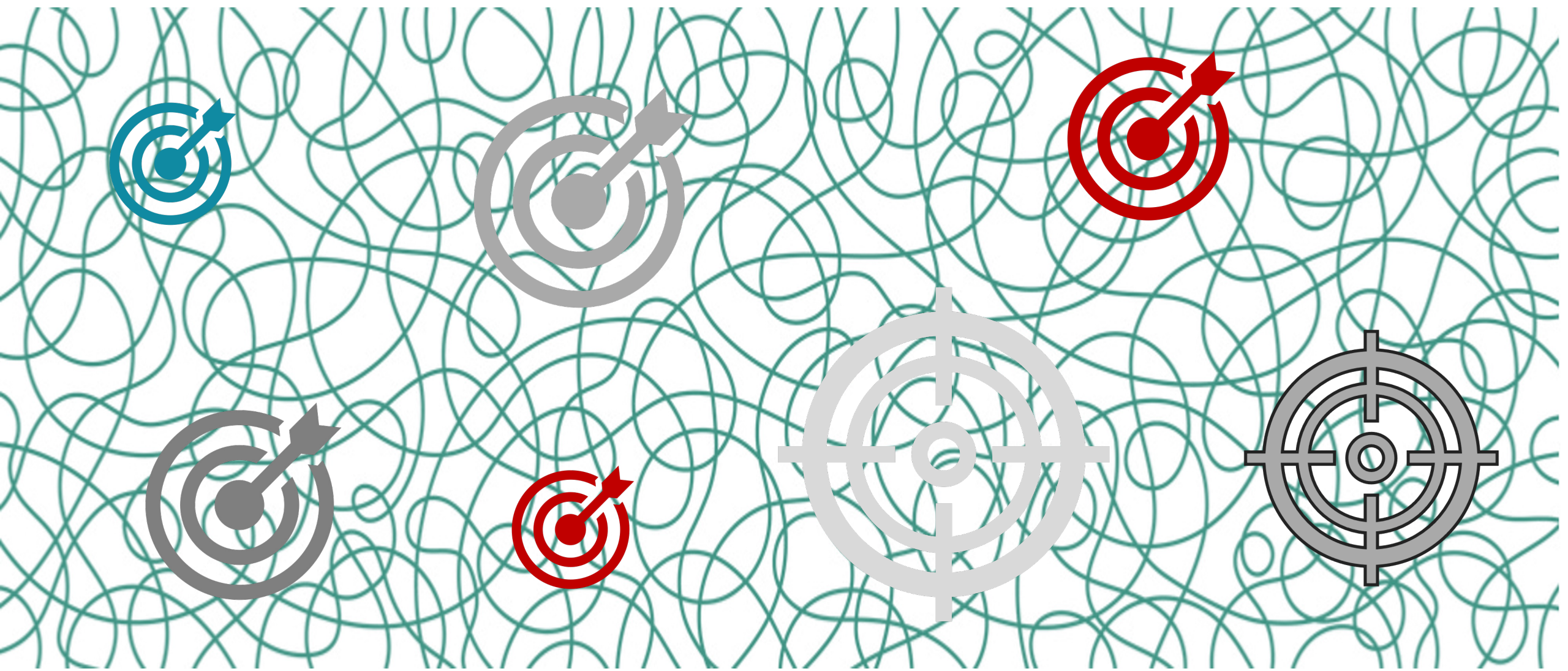
Decisions don't come labeled as decisions



Decisions don't come labeled as decisions—they need to be recognized and declared.



They come in different sizes with different needs – they need to be diagnosed, sorted, and prioritized.



... and they need to be made in collaboration with others in a timely manner.



The continuing workflow and organizational priorities create a challenging context ...

Here are the questions that we will address in this session:

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If an organization chooses **Deep Adoption of DQ**, how will that change the role of Decision Professionals?

As a leader/DM we have three core decision responsibilities.

1. Assure that the right decisions are being raised

2. Reach DQ on every decision

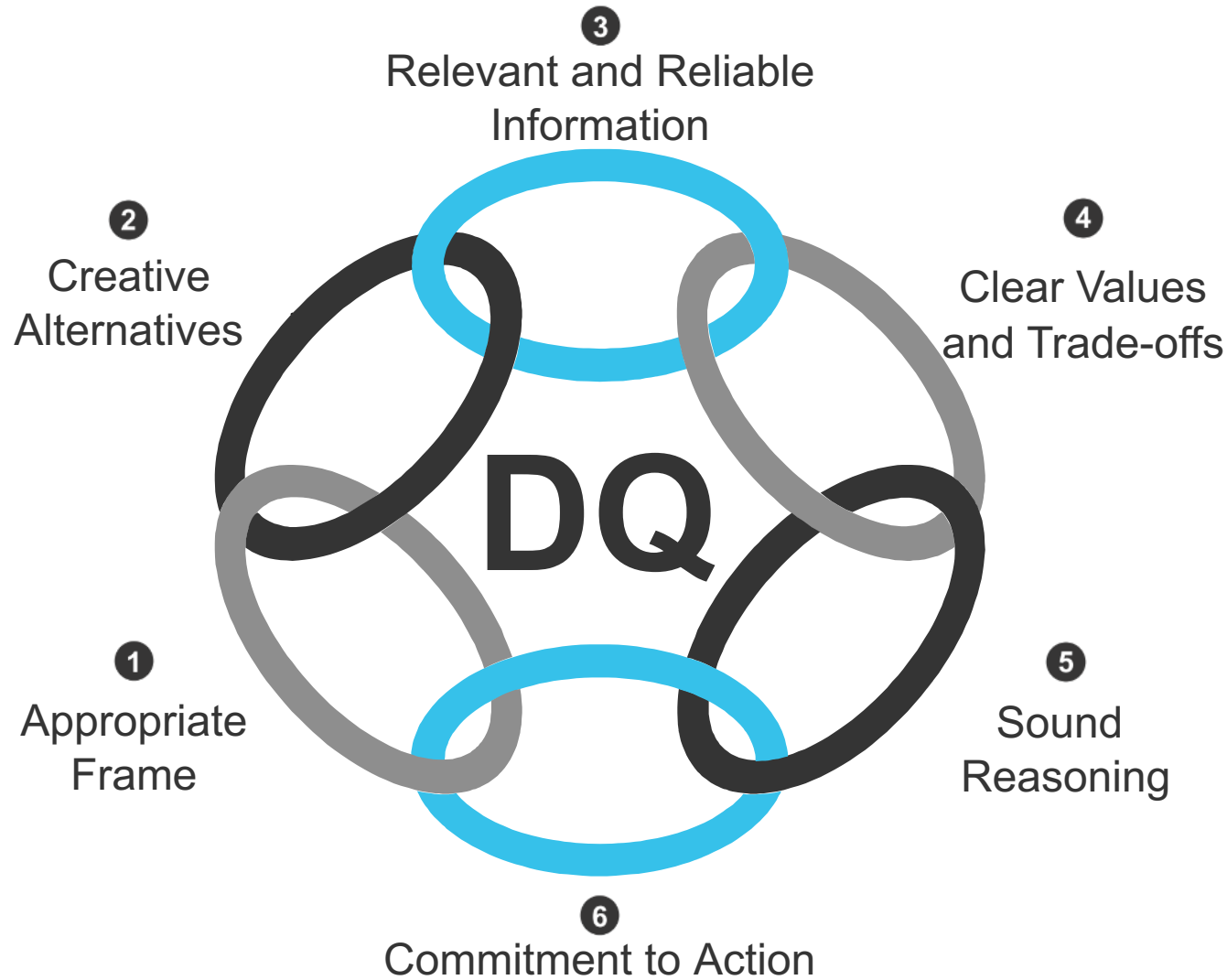
3. Engender a healthy decision culture among all decision participants

1. Vigilance, recognition of decision opportunities, declaring decisions, diagnosing the decision needs, and creating and managing the decision agenda with appropriate engagement, delegation, and clear roles.

2. Know and apply the requirement of DQ for all decisions. Diagnose the decision situation. Select a fit for purpose approach to reach DQ. Drive to DQ with the appropriate engagement and roles.

3. Role clarity with norms for delegation and escalation; create a brave space – conflict is fuel; avoid biases and decision traps; and eliminate dysfunctional behaviors.

To reach DQ, we must meet six requirements.



How would you rate the quality of this decision?

APPROPRIATE FRAME										
0	1	2	3	4	5	6	7	8	9	10
<ul style="list-style-type: none"> Wrong people Wrong perspective Plunging in Lack of focus Too broad or narrow scope 				Gaps to fill:			<ul style="list-style-type: none"> We are focusing on the right decision(s) with a clear purpose, appropriate scope, and a conscious perspective <ul style="list-style-type: none"> With the right people In the right way 			

CREATIVE ALTERNATIVES										
0	1	2	3	4	5	6	7	8	9	10
<ul style="list-style-type: none"> No alternatives Delusion on what's feasible In the comfort zone Missing great alternatives 				Gaps to fill:			<ul style="list-style-type: none"> 3-5 Alternatives <ul style="list-style-type: none"> Creative stretch Truly doable Significantly different: mild to wild Comprehensive Compelling 			

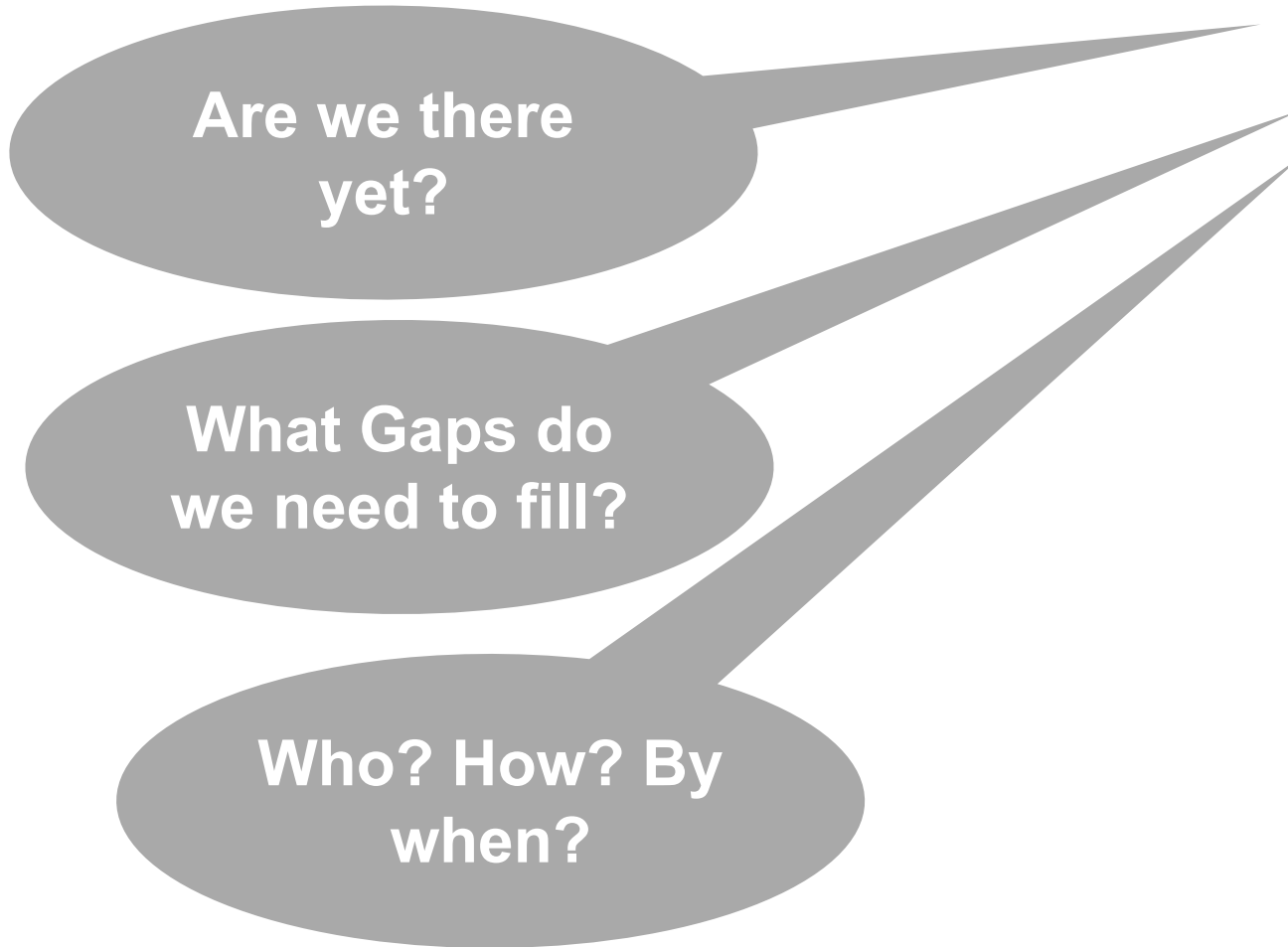
RELEVANT & RELIABLE INFORMATION										
0	1	2	3	4	5	6	7	8	9	10
<ul style="list-style-type: none"> Focus on what we know Ignoring uncertainty Ignoring intangibles Biases Missing interdependencies 				Gaps to fill:			<ul style="list-style-type: none"> Forward looking <ul style="list-style-type: none"> Material to decision; primary value drivers Based on appropriate data and judgments; unbiased Includes uncertainty; possibilities with probabilities 			

CLEAR VALUES AND TRADEOFFS										
0	1	2	3	4	5	6	7	8	9	10
<ul style="list-style-type: none"> Neglecting key stakeholders Lack of clarity and communication Ignoring intangibles Double-counting risk 				Gaps to fill:			<ul style="list-style-type: none"> Focus on value creation <ul style="list-style-type: none"> Explicit decision metrics Consistent, conscious tradeoffs among multiple decision criteria Appropriate time preference & risk appetite 			

SOUND REASONING										
0	1	2	3	4	5	6	7	8	9	10
<ul style="list-style-type: none"> Incorrect logic Get mired in detail and complexity Ignore uncertainty Rely solely on instinct and intuition 				Gaps to fill:			<ul style="list-style-type: none"> Appropriate Rigor <ul style="list-style-type: none"> Address uncertainty Correct decision logic Cut through complexity Achieve clarity of choice 			

COMMITMENT TO ACTION										
0	1	2	3	4	5	6	7	8	9	10
<ul style="list-style-type: none"> Premature action Postponing conflict Lack of ownership by implementers Underfund the action plan 				Gaps to fill:			<ul style="list-style-type: none"> Build true commitment during the decision effort <ul style="list-style-type: none"> Commit the resources Resolve conflicts – close ranks Create execution readiness with action plan 			

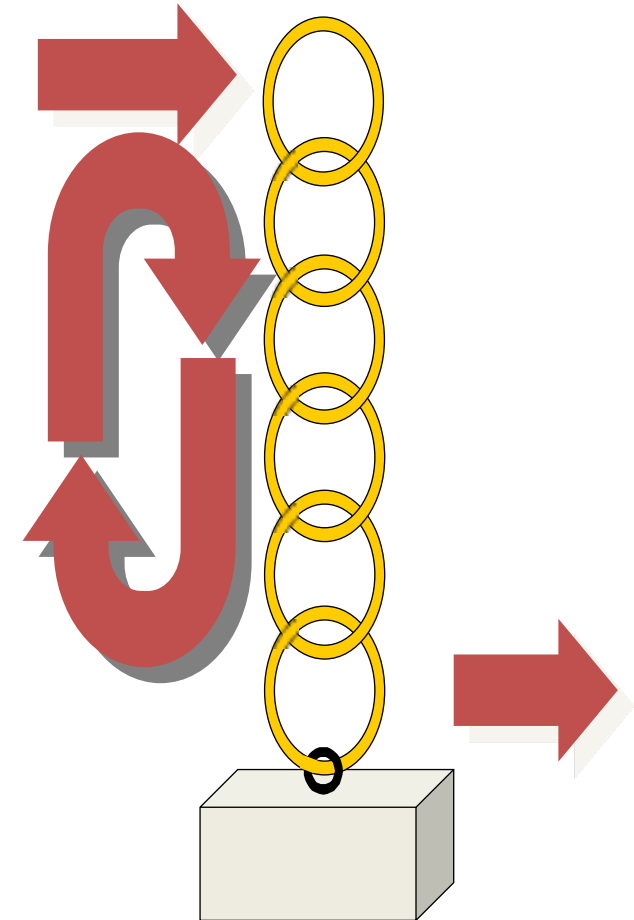
As a decision maker, we have to know how to judge the state of each DQ requirement.



How would you rate the quality of this decision?

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Most of the time, leaders “drive their own car” without professional decision support.



For difficult strategic decisions, they engage Decision Professionals and use the Dialogue Decision Process (DDP).

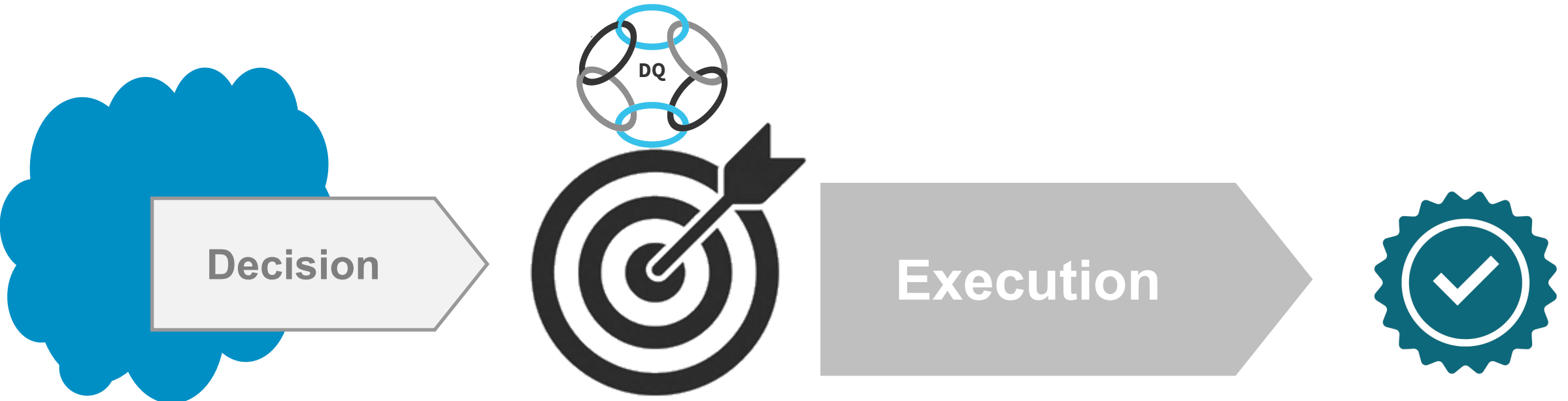


Leaders don't have to become mechanics to be good drivers.

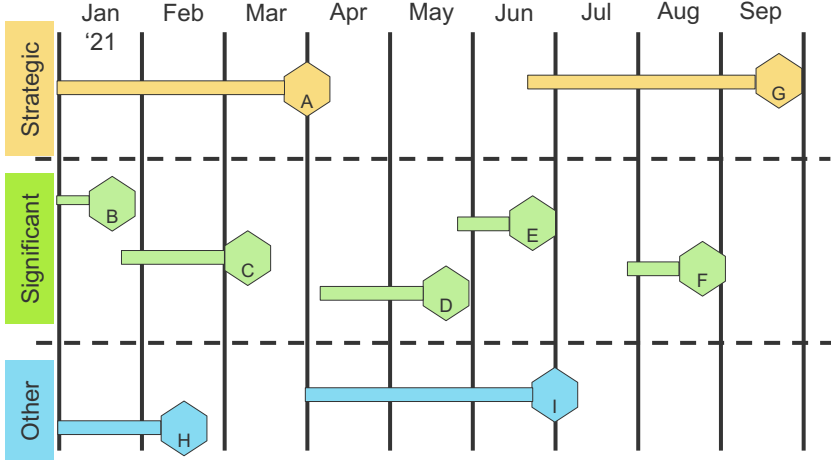
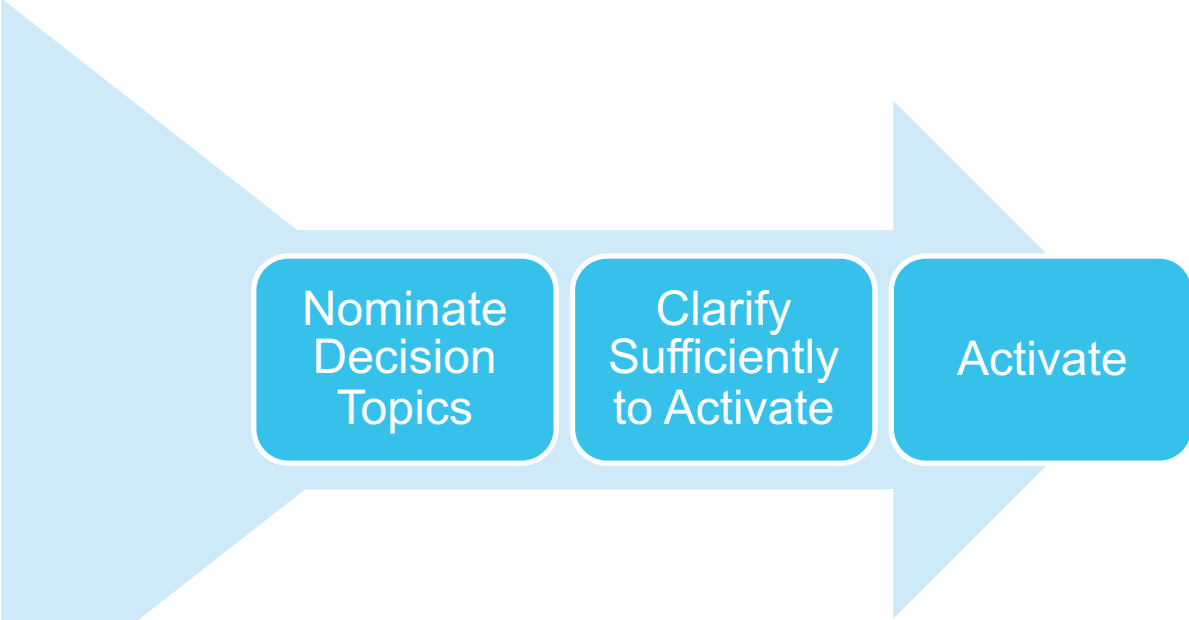


When DMs own DQ , they develop strong front-end skills

- Scanning for decision opportunities
- Recognizing and pro-actively declaring decisions
- Diagnosing the nature of the decision
- Selecting a fit-for-purpose approach
- Framing – solving the right problem with the right people in the right way.



The Decision Agenda Management Process



- What decisions should we be considering?
- What will it take to reach DQ on this decision?
- Should we activate it now?
- Who has what responsibility?
- Who is involved and has visibility into the decision agenda?

The choice of approach must always be fit-for-purpose. And the focus is on creating maximum value potential with commitment to action.

- We must clearly distinguish between an advocacy/approval approach and DQ approach.
- The DQ process does not substitute for quality of content, but it leverages the content to find the best course of action.
- Avoid becoming process bound. Most DMs are process impatient and have a bias for action.
- **And, the DMs, can reach out to decision professionals as needed.**
“Now, they are pulling on the rope”

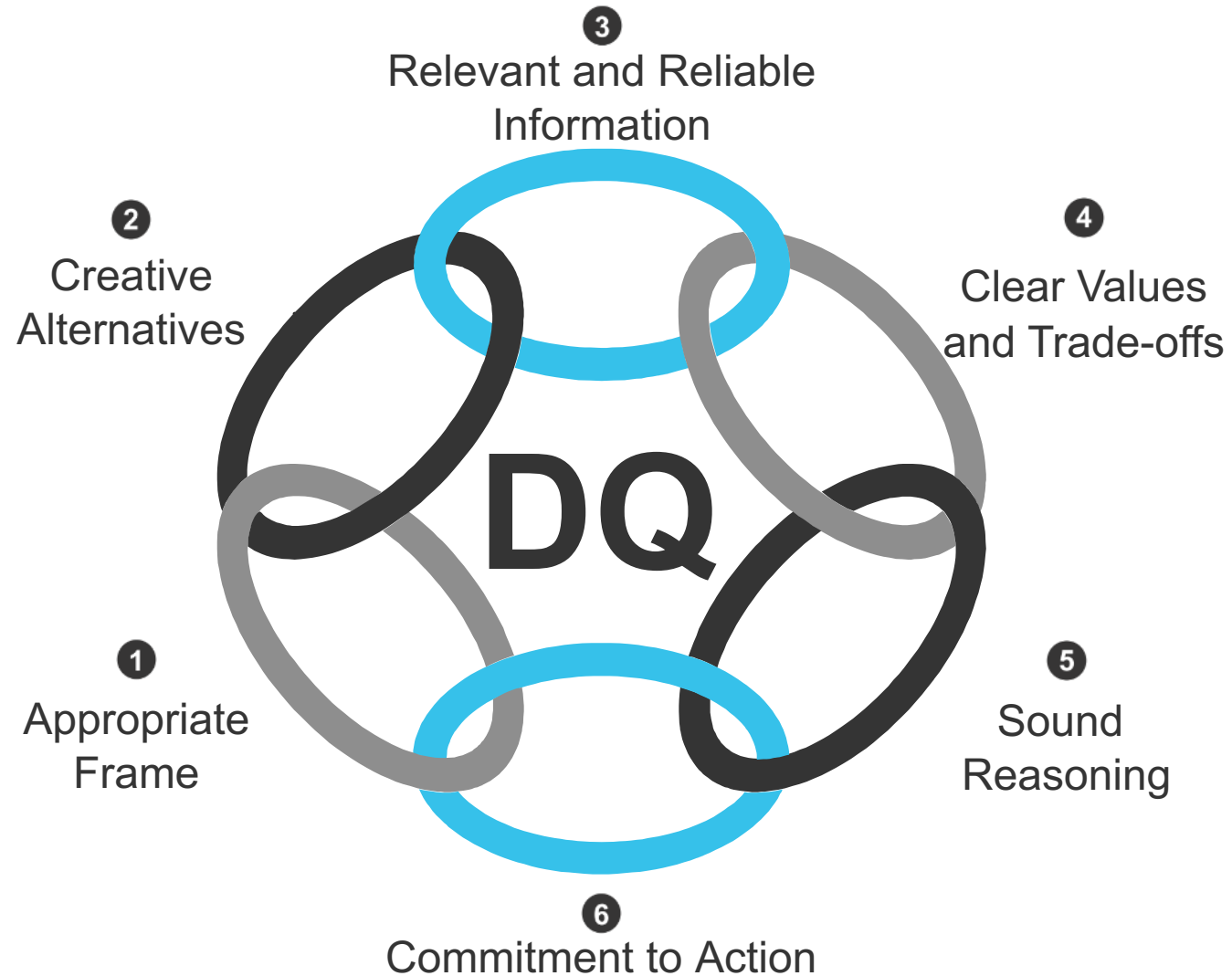
Roles and Responsibilities for Specific Decision go beyond the common responsibility matrices (RACI*, RAPID**)

- **DQ Executive** (responsible for DQ and certifies to the ultimate approval authority that it meets the requirements of DQ; responsibility, but not necessarily authority to commit resources)
- **Decision Board/Decision Board Member.** When appropriate, a decision board will be formed (or an existing forum will be designated). The decision board is chaired by the DQ Executive and board members are participants in reaching DQ on the specific decision.
- **Approval Authority** (may be vested in the decision executive, maybe multiple levels)
- **Decision Project Leader**
- **Decision Project Team Member**
- **Subject Matter Expert (SME)**

*Responsible, Accountable, Consulted, Informed

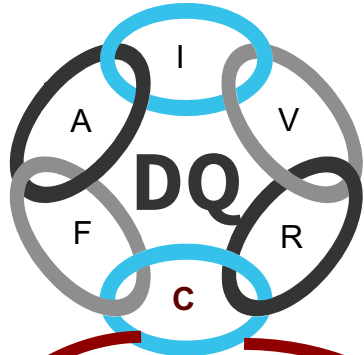
** Recommend, Agree, Perform, Input, Decide (RAPID is a registered trademark of Bain & Co)

To reach DQ, we must meet six requirements.

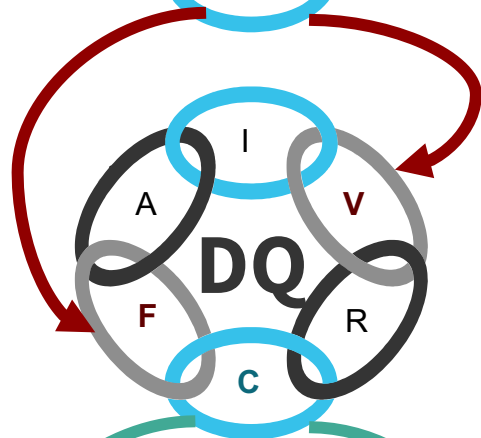


When we face “nested decisions” the commitment to action becomes a delegation for the next round of decisions.

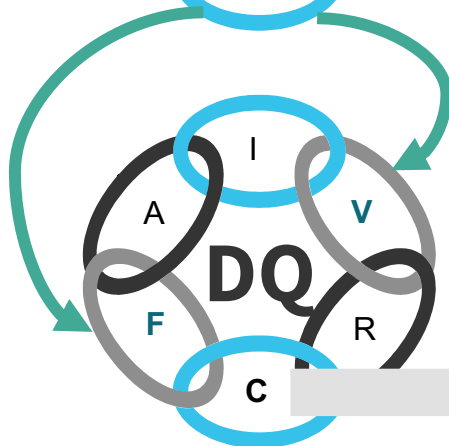
Strategy Forum



Product/Market Forum



Program/project Leadership



Execution

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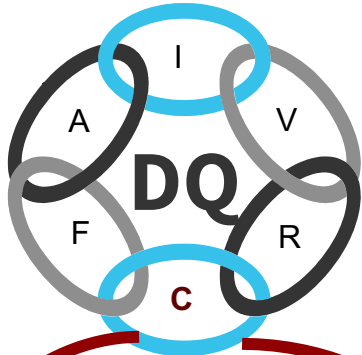
The commitment to action must specify:

- The Appropriate Frame – Purpose, Scope, and Givens
- Clear Values – The value metrics for choosing among alternatives

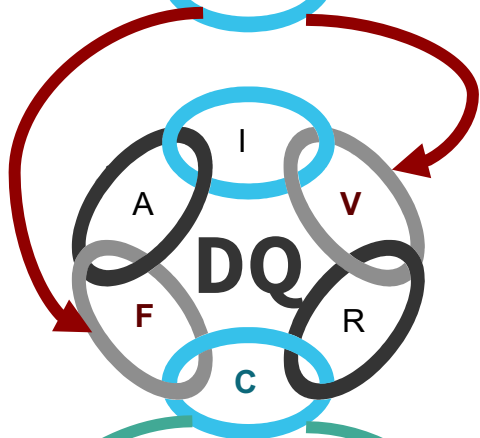
The next level:

- Takes the frame and values as given
- Generates creative alternatives,
- Gathers relevant and reliable information, and
- Applies sound reasoning to find the highest value alternative
- And commits to ...

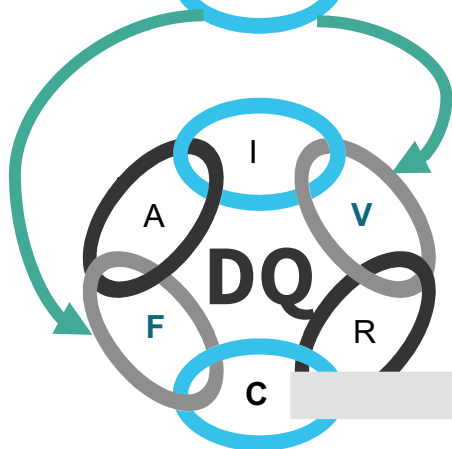
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Execution

If a lower level finds that a better idea would require changing the frame, the frame shift decision needs to be escalated to the higher level.



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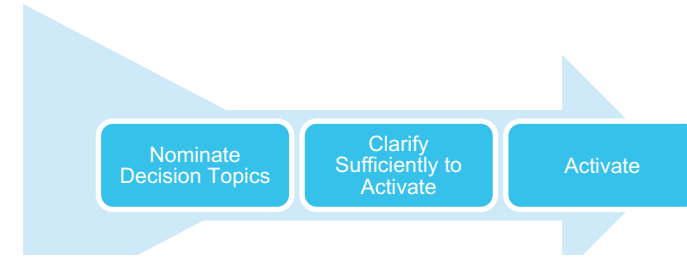
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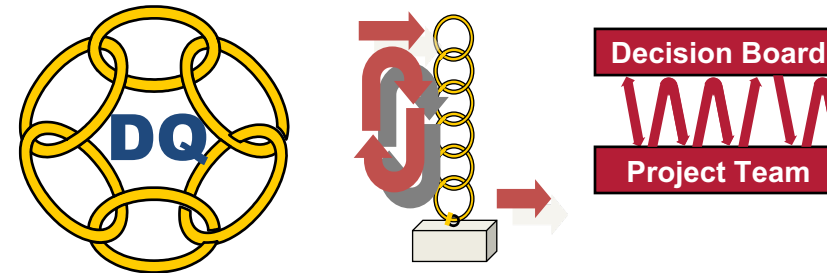
As a leader we have three core decision responsibilities.

1. Assure that the right decisions are being raised



Develop and manage the Decision Agenda

2. Reach DQ on every decision

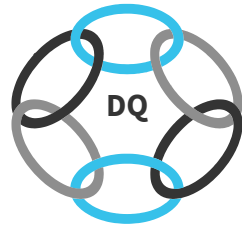


3. Engender a healthy decision culture among all decision participants



It is critical to know which side of commitment we are on. Create a “brave” environment!

Before the point of commitment, conflict is fuel.



After the point of commitment, conflict is poison.



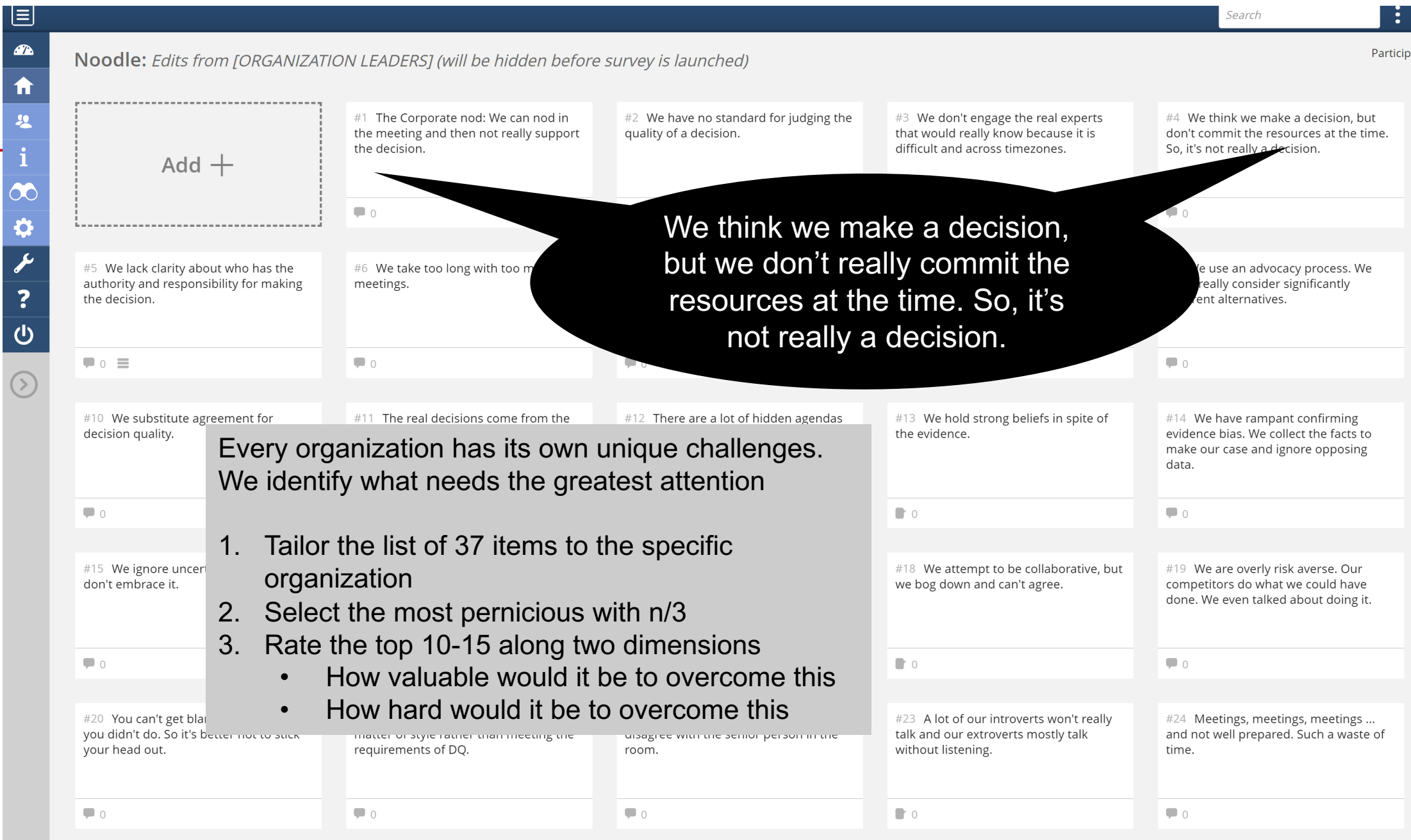
Decision



Execution



The point of commitment—the shift from ***decision*** to ***action***



Noodle: Edits from [ORGANIZATION LEADERS] (will be hidden before survey is launched)

Search Participate

Add +

#1 The Corporate nod: We can nod in the meeting and then not really support the decision.

#2 We have no standard for judging the quality of a decision.

#3 We don't engage the real experts that would really know because it is difficult and across timezones.

#4 We think we make a decision, but don't commit the resources at the time. So, it's not really a decision.

#5 We lack clarity about who has the authority and responsibility for making the decision.

#6 We take too long with too many meetings.

#7 We use an advocacy process. We don't really consider significantly different alternatives.

#10 We substitute agreement for decision quality.

#11 The real decisions come from the top.

#12 There are a lot of hidden agendas.

#13 We hold strong beliefs in spite of the evidence.

#14 We have rampant confirming evidence bias. We collect the facts to make our case and ignore opposing data.

#15 We ignore uncertainty. We don't embrace it.

#18 We attempt to be collaborative, but we bog down and can't agree.

#19 We are overly risk averse. Our competitors do what we could have done. We even talked about doing it.

#20 You can't get blame for something you didn't do. So it's better not to stick your head out.

#21 Matter of style rather than meeting the requirements of DQ.

#22 Disagree with the senior person in the room.

#23 A lot of our introverts won't really talk and our extroverts mostly talk without listening.

#24 Meetings, meetings, meetings ... and not well prepared. Such a waste of time.

We think we make a decision, but we don't really commit the resources at the time. So, it's not really a decision.

Every organization has its own unique challenges. We identify what needs the greatest attention

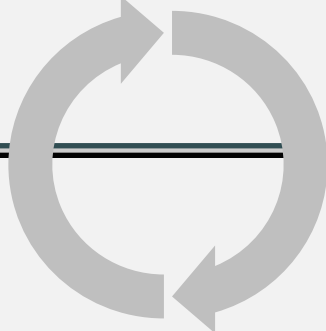
1. Tailor the list of 37 items to the specific organization
2. Select the most pernicious with n/3
3. Rate the top 10-15 along two dimensions
 - How valuable would it be to overcome this
 - How hard would it be to overcome this

Here are the questions that we will address in this session:

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- What skills do DMs (decision makers) need to earn their DQ driver's license?
- What processes and organizational changes are part of **Deep Adoption of DQ**?
- If an organization chooses **Deep Adoption of DQ**, how will that change the role of Decision Professionals?

Deep Adoption of DQ requires that all DMs and decision participants develop knowledge, skill, and the commitment to practice.

Commitment to Practice → Habit

Knowledge	<ul style="list-style-type: none">• Frameworks, concepts, principles, processes, topics, and tools• Can be learned from books and lectures	
Skill	<ul style="list-style-type: none">• Requires practice (getting behind the wheel)• Repetition turns it into a habit	

Deep Adoption of DQ is a significant extension for the role of Decision Professionals.

From:

- Decision Professionals pushing on the rope
- Strategic DQ as a professional service
- Process intensiveness (DDP)
- Solving specific decision problems
- Training DMs to be effective DB members (Knowledgeable passengers)

To:

- DMs pulling on the rope
- Developing DQ as an organizational competence that is integral to the organization's decision culture.
- DMs meet the six requirements of DQ with iteration and call decision professionals as they need them.
- In addition, designing governance processes that include generating decision agendas, role definitions, and delegation/escalation. And, building DQ elements into many business processes.
- DQ driver training as well as DB member training



|S|D|G|

Strategic Decisions Group

THANK YOU