



**DECISION
FRAMEWORKS**

**From chaos to
clarity.**

**What is a decision
professional?**

**The backbone to
enabling Decision
Quality in
organizations**

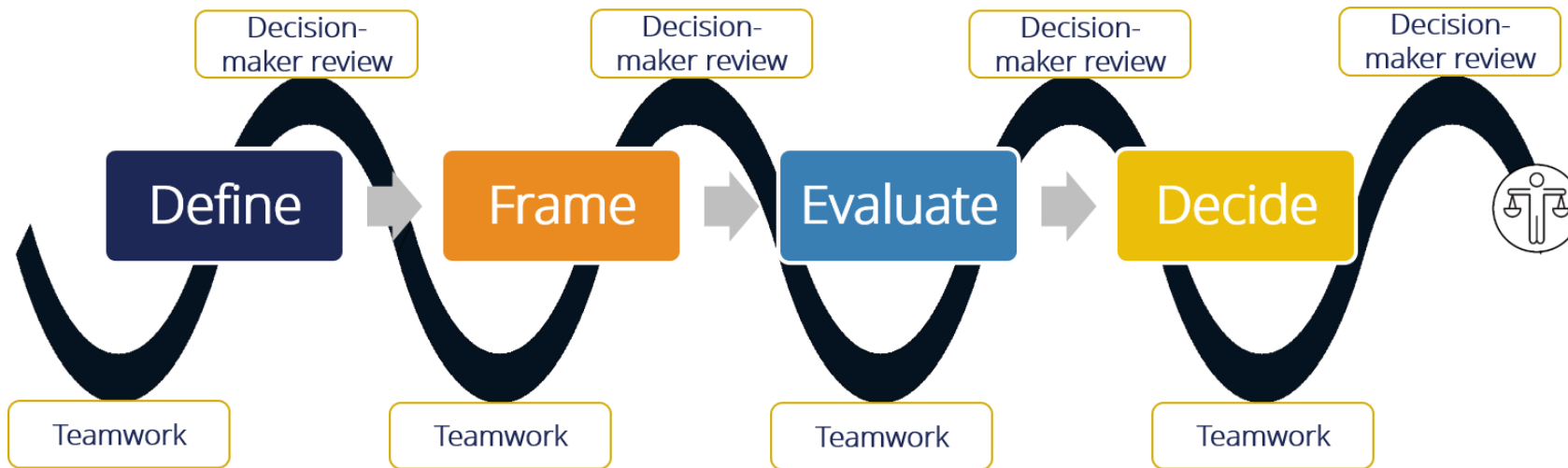
What does it mean to be a decision professional?

The society of decision professionals is committed to creating a great decision every time, but how do we actually do that?

Three professional themes tie us together:

- ▶ **Decision Leadership:** Serving the human decision maker as they make choices that shape the future – taking full responsibility for both finding good answers but also doing so in a way that responds to human foibles, fears, and motivations.
- ▶ **Decision Quality:** It is easy to second guess a choice in hindsight, but much harder to know you've made a good decision at the time you make it. We have (and improve) measurements and standards for decision quality.
- ▶ **Decision Engineering:** We are practitioners who use a robust toolkit of proven methods to produce better decisions. We find the right tools and assemble them to meet the requirements of the situation, which spans supporting specific decisions to adjusting organizational processes to improve decision making.

Decision Quality is a collaborative framework for good decision making that enables informed, value-based decisions



Value-based Decisions:

- *What decision do we need to make?*
- *What do we value?*
- *What are our options?*
- *How do they compare?*

The decision professional specializes in assisting individuals & organizations make quality decisions.

In Decision Quality, the sun rises and sets with the decision makers – they set the scope & the team answer's their key questions



...With the decision professional facilitating the process to enable this.

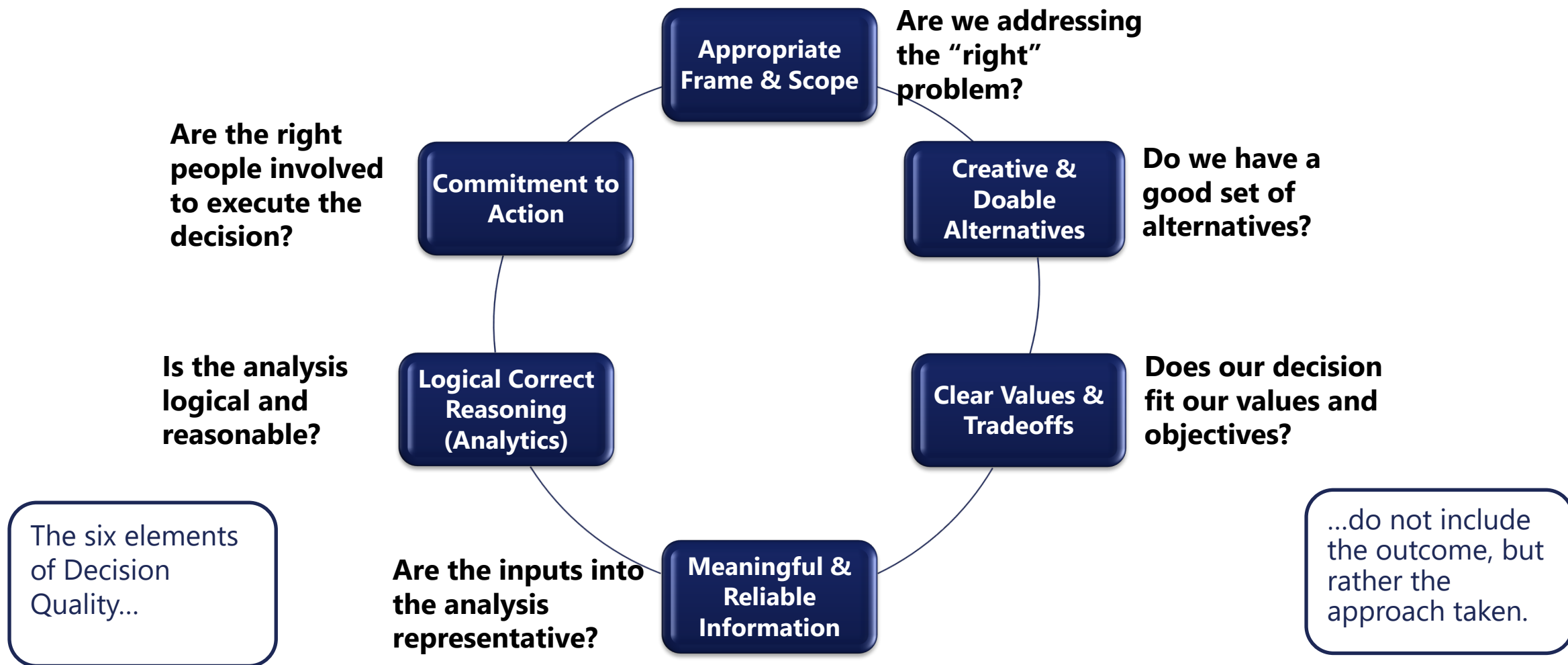
The goal of the decision professional is to enable informed decisions by supporting the Decision Maker's Bill of Rights

Every decision maker has the right to:

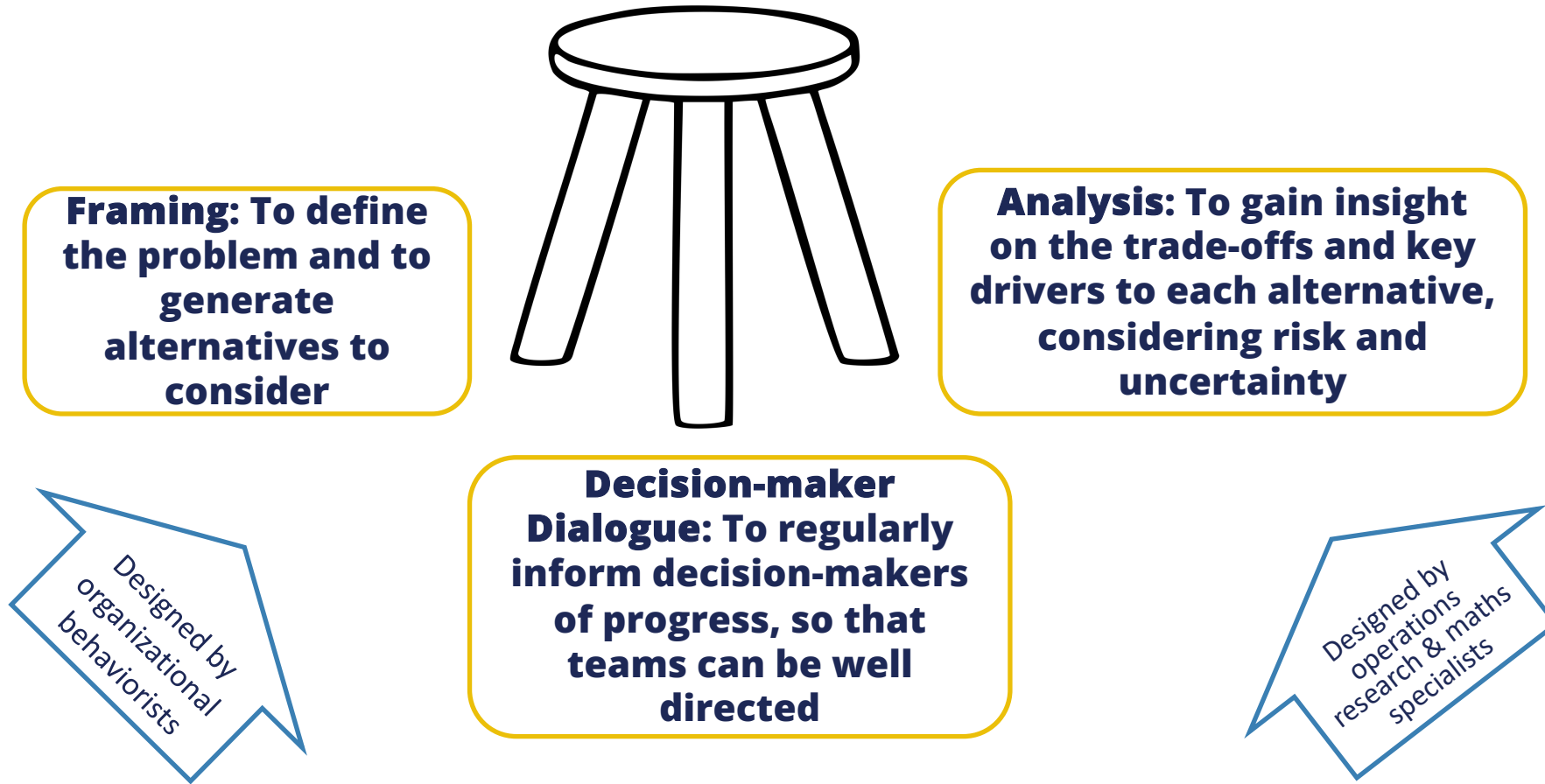
- ▶ A decision frame that structures the decision in the context most relevant to their needs,
- ▶ Creative alternatives that allow them to make a selection among viable and distinct choices,
- ▶ Relevant and reliable information upon which to base their decision, including the uncertainty of the information,
- ▶ An understanding of the potential consequences of each alternative based on their choice criteria,
- ▶ A logical analysis that allows them to draw meaningful conclusions from the information to reach clarity of action, and
- ▶ Effective facilitation to gain alignment and commitment to action.



We measure the quality of a decision by the approach taken to arrive at a decision



Decision Quality is a three-legged stool, with each leg necessary for success



Understanding human decision making and behavior is key to being a decision professional

Humans (and organizations comprised of humans) are not rational decision makers and have biases!



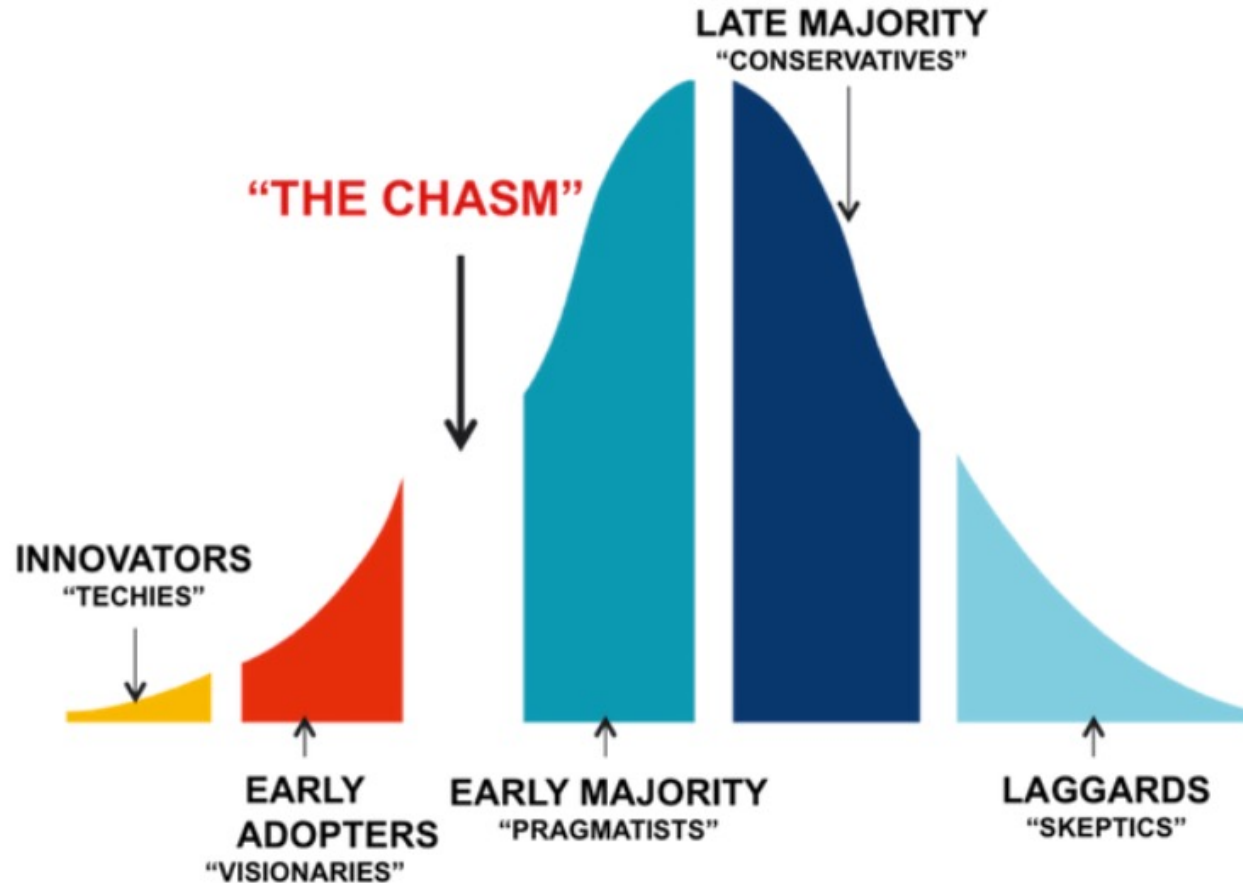
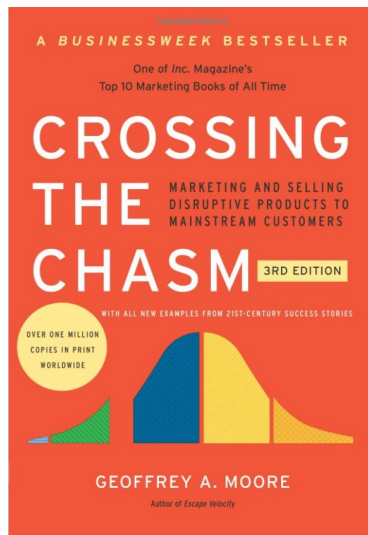


Building a Sustained Decision Quality Organization with Professionals to Support It

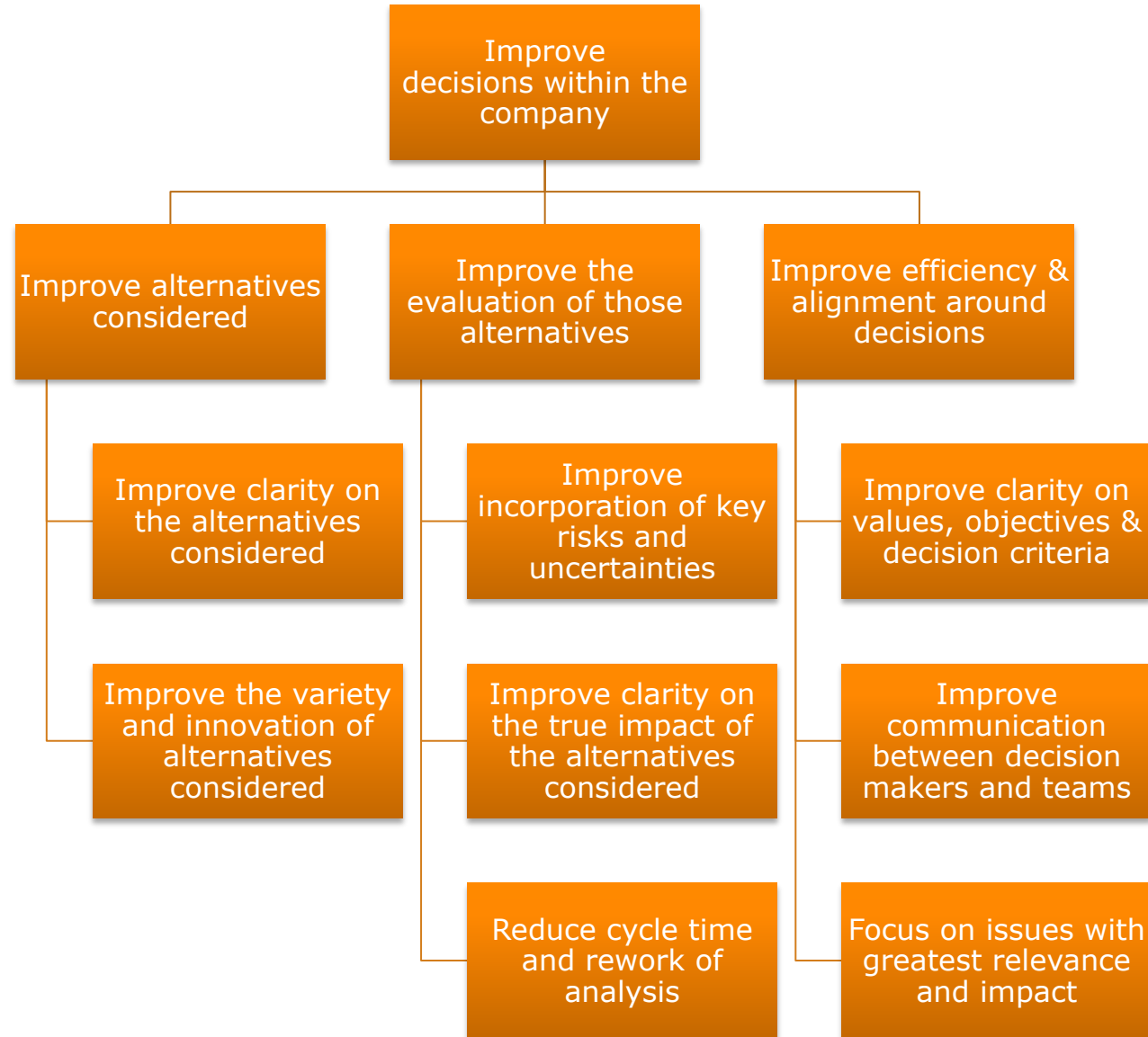
CROSSING THE CHASM

Crossing the Chasm

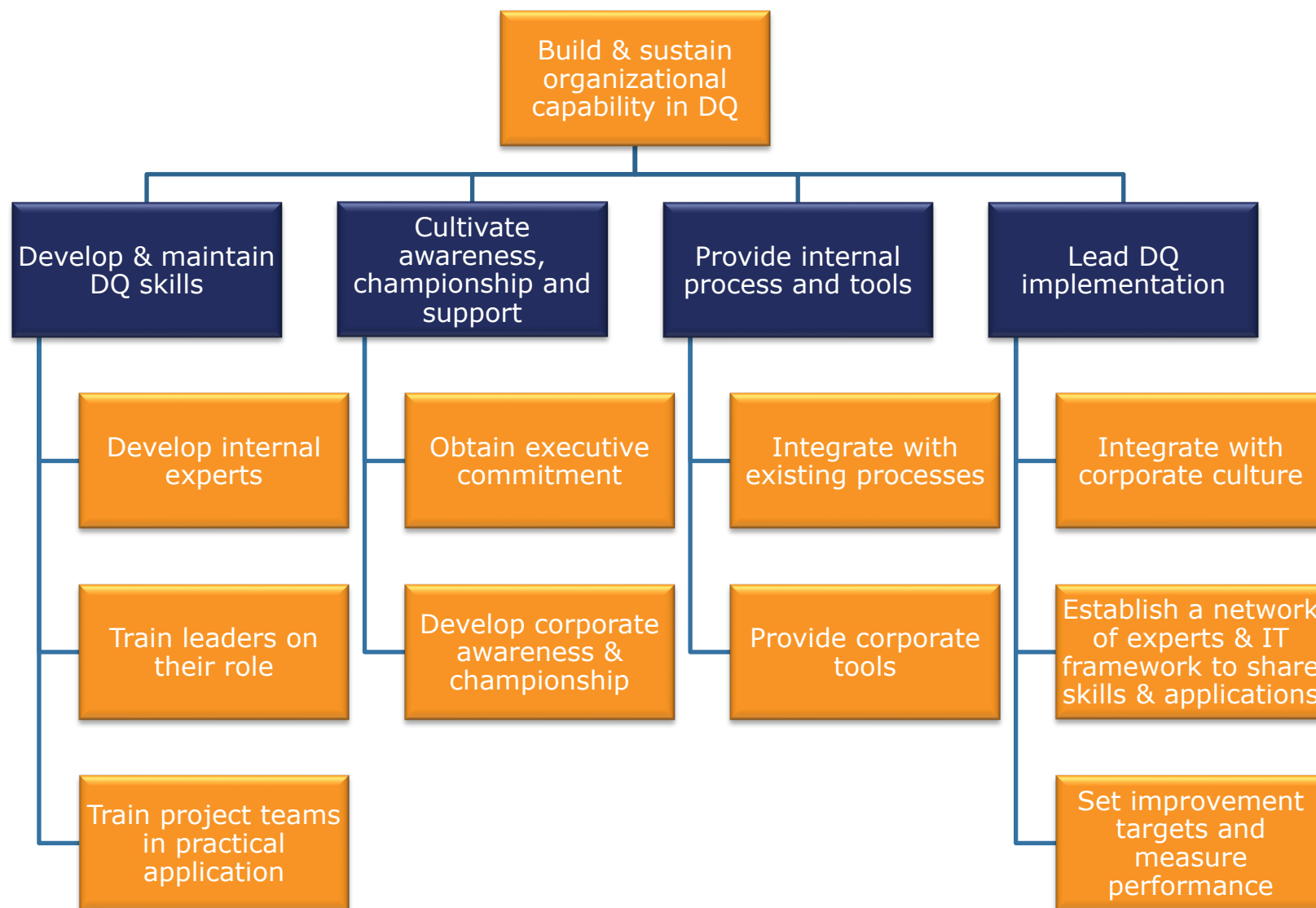
by Geoffrey Moore



Build the business case for Decision Quality



What's needed for successful implementation of Decision Quality?



Develop & maintain Decision Quality skills

Develop internal Decision Professionals

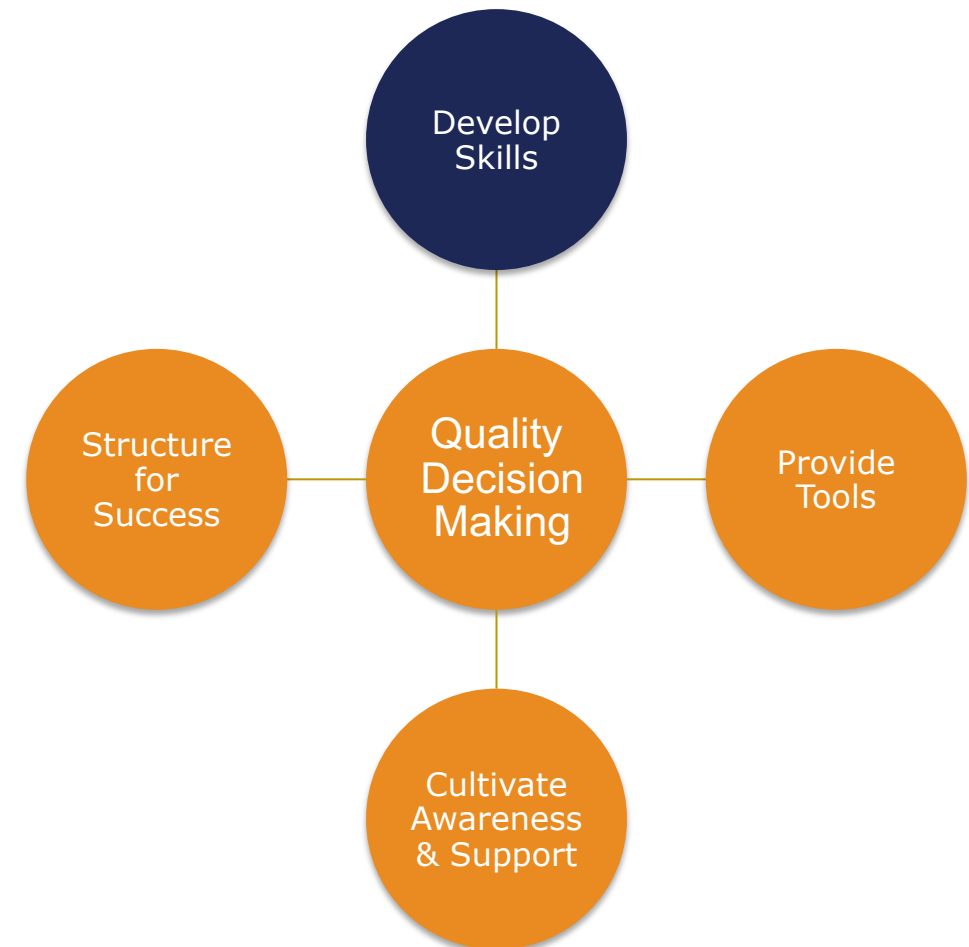
- ▶ Decision framing
- ▶ Management / team facilitation
- ▶ Uncertainty assessments
- ▶ Modeling standards & probabilistic analysis

Train leaders on their role

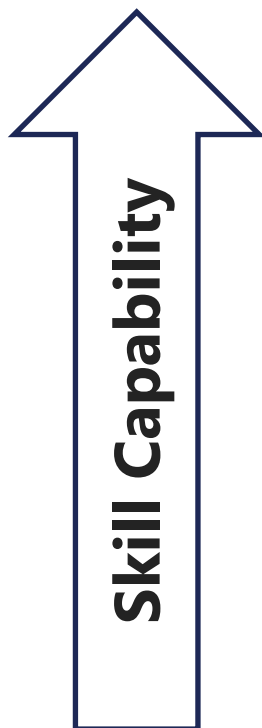
- ▶ Develop a clear Problem Definition
- ▶ Provide input early & often
- ▶ Lead the decision-maker dialogue (guide frames, evaluation insights, trade-offs & decisions)

Train project teams in practical application

- ▶ Workflow and role for large projects & everyday decisions
- ▶ Uncertainty assessments, as subject matter experts
- ▶ Basics of DQ thinking, framing and uncertainty analysis



Build skill through theory, application and breadth of decisions



	Decision Framing	Decision Process Facilitation	Uncertainty Assessment Interviewing	Probabilistic Analysis	Scenario Planning – Strategy Development
LEVEL 3 Strategic/Complex Decisions					
LEVEL 2 Information Decisions					
LEVEL 1 Efficiency Decisions					



There is a progression of Decision Professional expertise and a variety of career paths



Each decision professional will choose their own path

One of the most important decisions you will make

Impacts home, community and professional lives indefinitely

Moves the needle in a material manner on a regular basis

Develops interpersonal skills, self awareness and confidence

Develops communication and leadership skills



Comments and questions

