

**SMARTORG®**

**Decision Leadership:  
The head & heart of  
decision making**

**SDP Annual Conference**

**David Matheson**

**15 April 2024**



# David Matheson

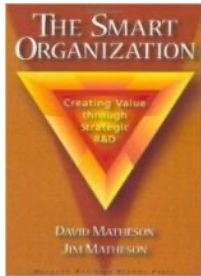


**Decades working with companies.  
From Nuclear Waste Cleanup to Movie Production.**

**Founder of SmartOrg, Inc.  
President and CEO  
Connecting Innovation and Finance**



**SMARTORG®**



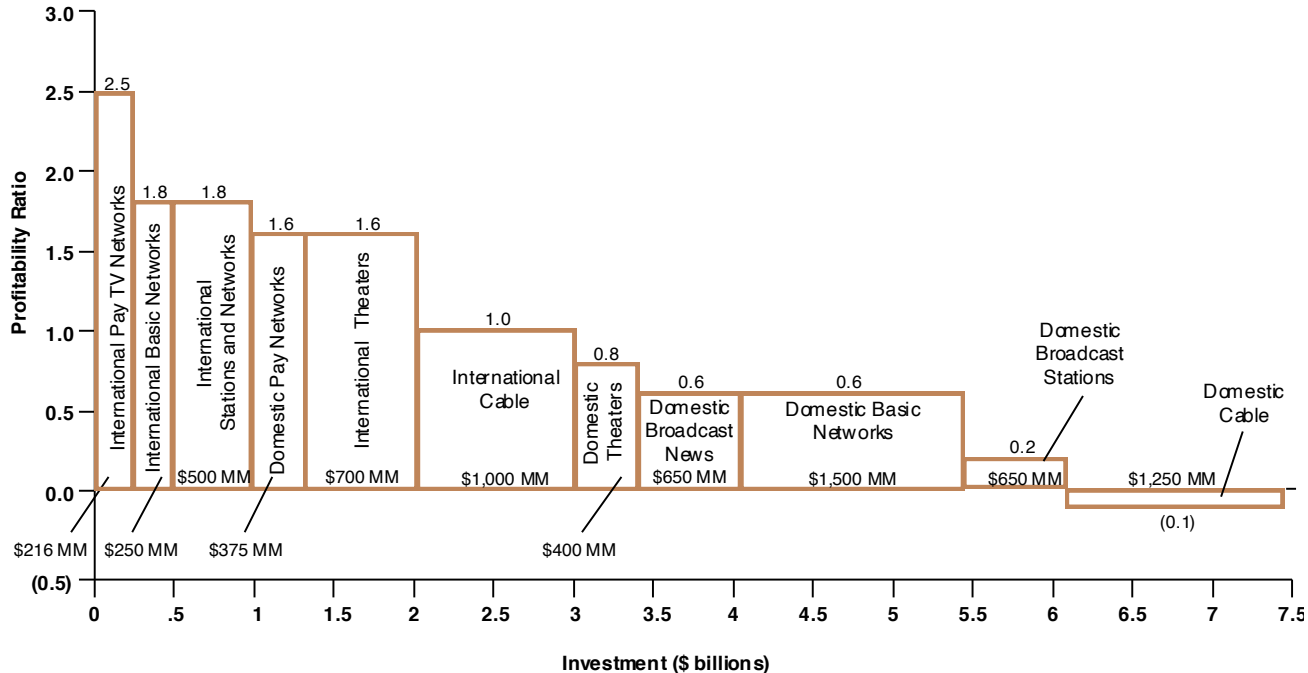
**Author of The Smart Organization.  
Benchmarking hundreds of companies.**

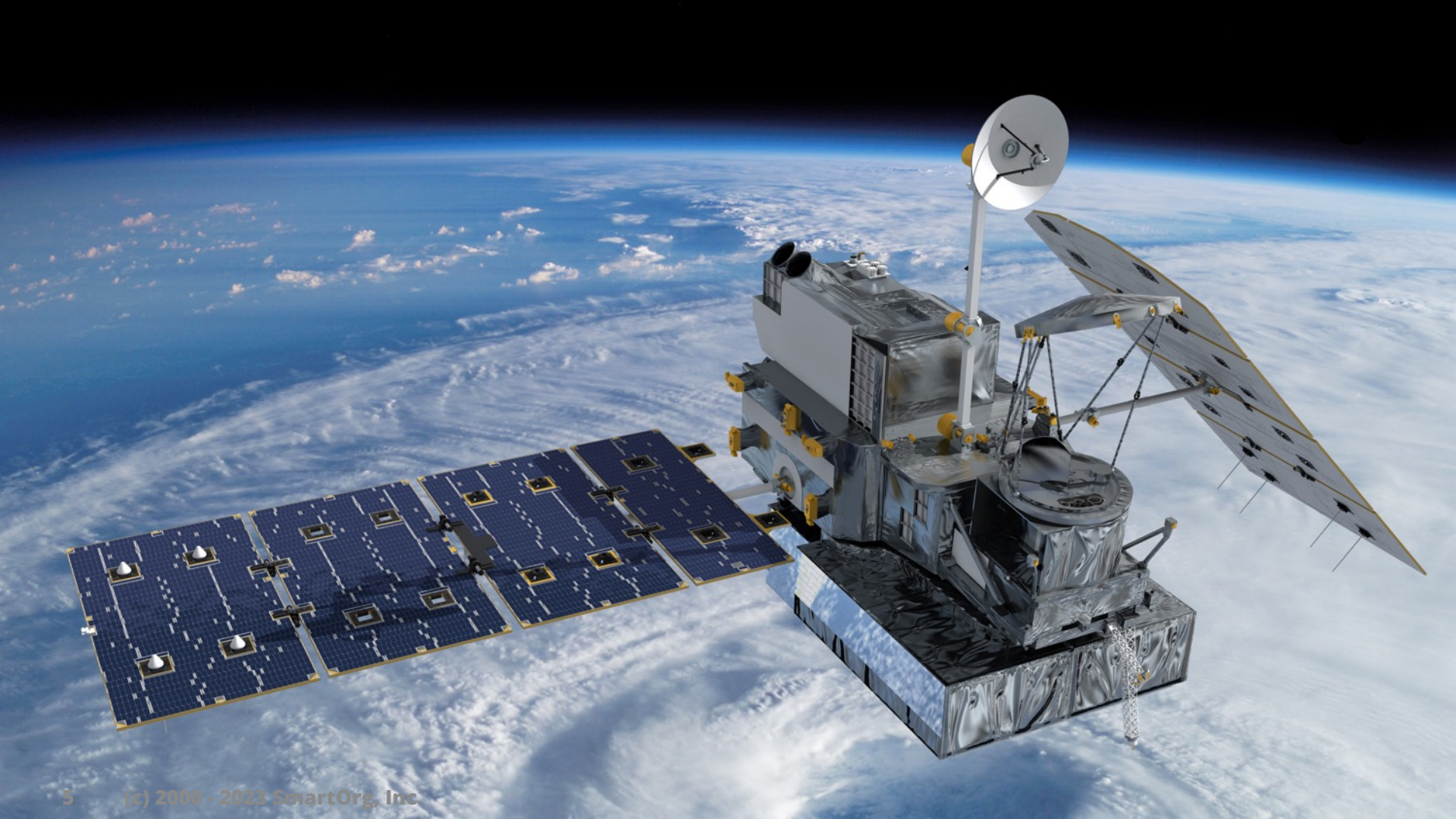
**Innovation & Portfolio Thought Leader  
Instructor, Conference Denizen, Fellow & President  
of the Society for Decision Professionals**



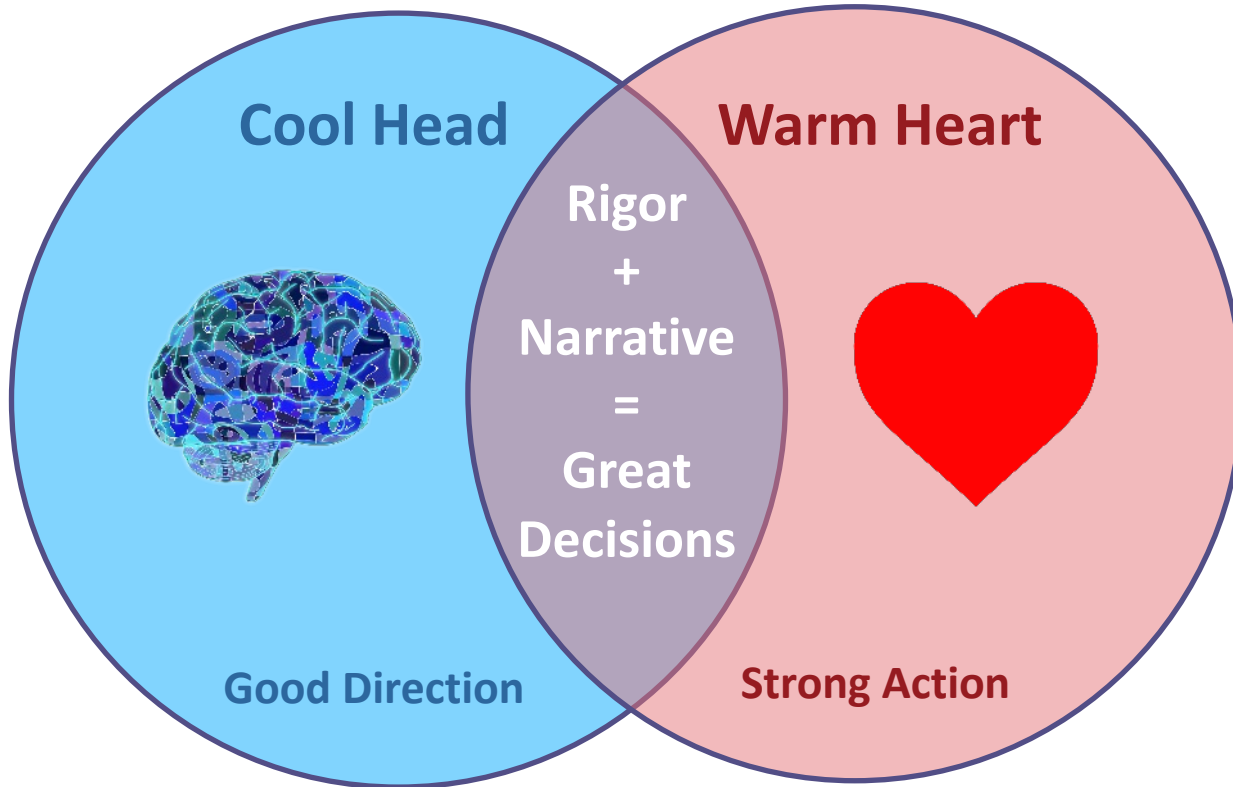


# Global Entertainment Giant has diminishing and ultimately negative returns.

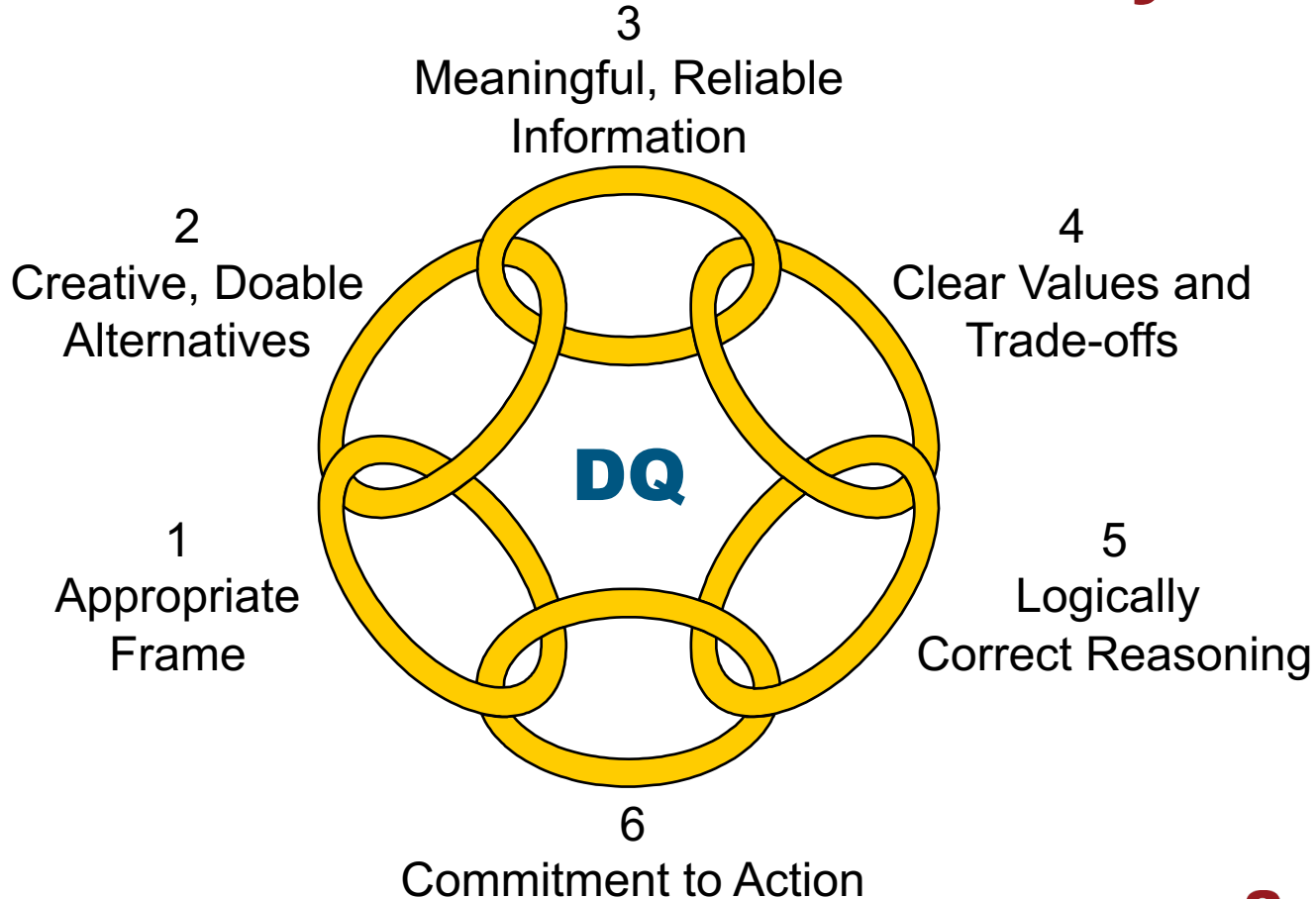




# Integration



# Elements of Decision Quality



**Momentum of the past = eat more faster**





# Creating a different kind of future.



# Decision Leadership

**A leader is a person who creates a future that is not the momentum of the past.**

# Decision Quality 2.0 worksheet



Credible Sources  
Compelling Forecasts  
**Information**

Clear Metrics  
Noble Purpose  
**Value**



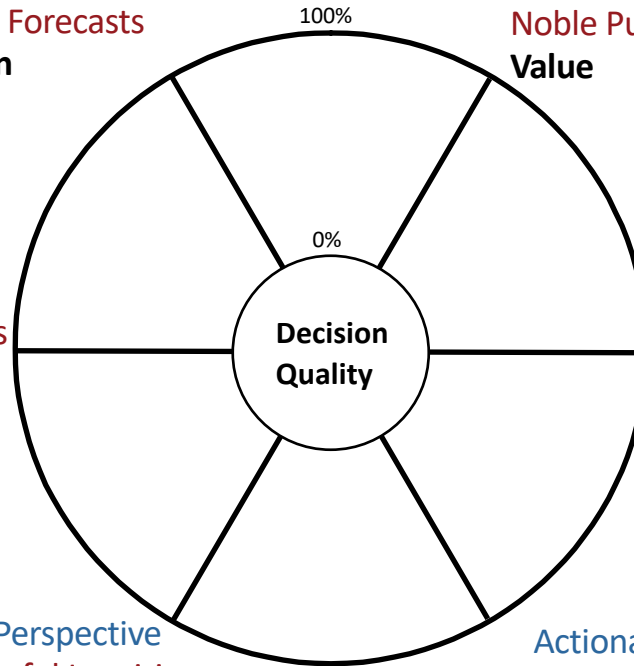
Distinct Directions  
Interesting Possibilities  
**Alternatives**

Insightful Reasoning  
Inspiring Narrative  
**Integration**

100% = enough  
attention has been  
spent on this link

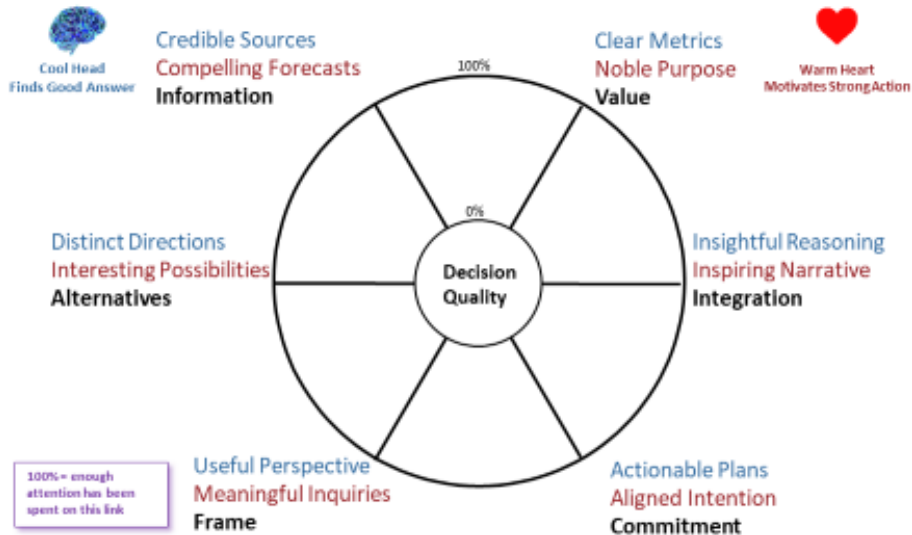
Useful Perspective  
Meaningful Inquiries  
**Frame**

Actionable Plans  
Aligned Intention  
**Commitment**



# Integration builds a bridge from the current momentum to a new future.

## Decision Quality worksheet



## Integration

**Insightful Reasoning = confidence that the direction is a good one.**

**Inspiring Narrative = gives me a story to frame my change.**

# How narrative builds a bridge to a new future.

"We could have owned B Sky B"



Interpretation of	From	To	Implication
Action	Squeeze every penny from each movie	Use movies for an equity seat at the table	Recognize situations where new behavior is needed
The past (or momentum)	We were wrong and will be judged.	We have found a new powerful leverage point	Reduce resistance – no need to defend the past
The (new) future	Uncomfortable or incompetent in the new future.	Manageable areas of growth with big payoff	Create pull by reframing fear

# Principle of Decision Leadership

**A Leader creates new futures:** A leader is a person who creates a future that is not the momentum of the past.

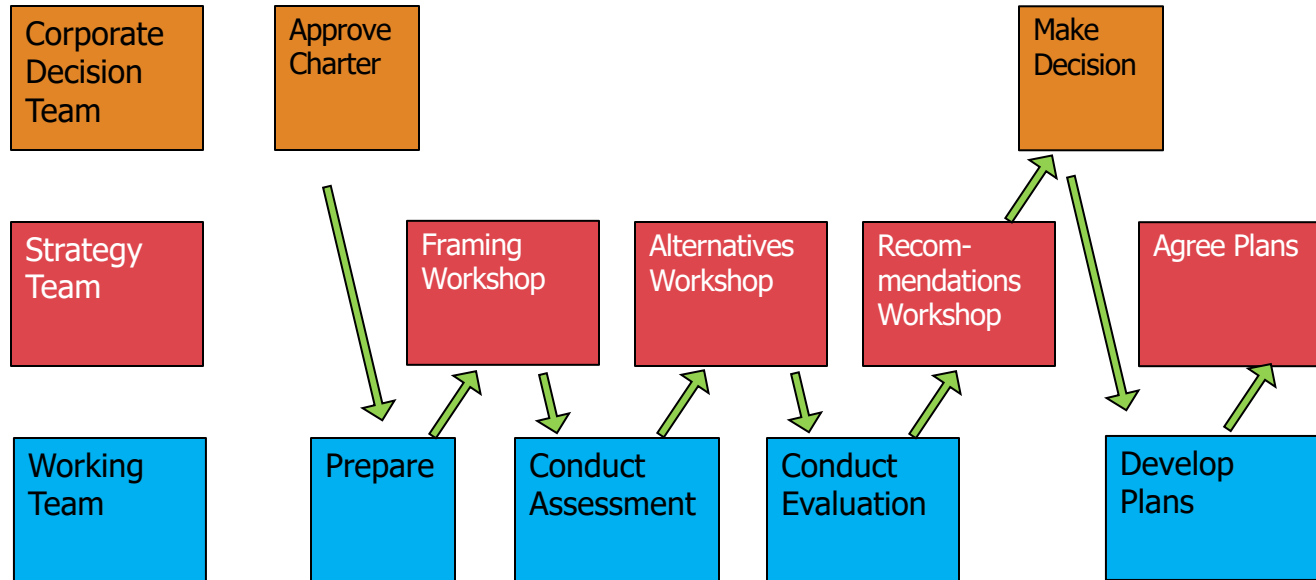
**Change requires Heart:** People won't change until the pain of the present is greater than the fear of the future.

**Therefore:** The greater the future may be different than the momentum of the past, the greater importance the Heart issues are in achieving decision quality.



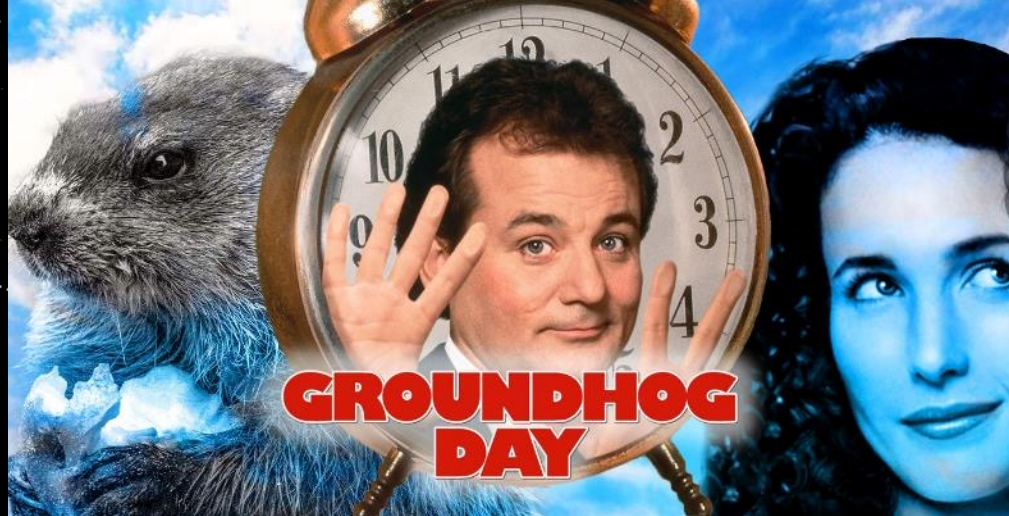
**How to get someone to consider a new future?**

# The Decision Dialog process itself doesn't get to the Heart of the matter.





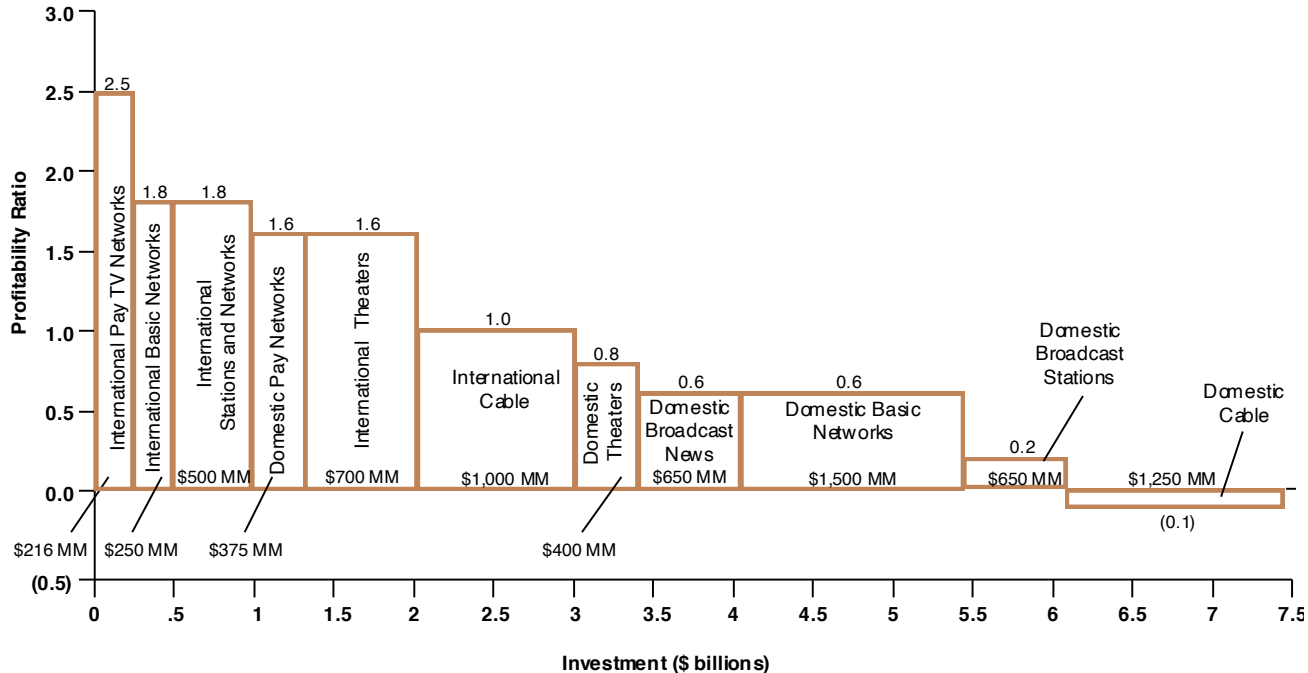
# STAR WARS



# The Hero's Journey



# Global Entertainment Giant has diminishing and ultimately negative returns.





# Discussion Questions

**Is Decision Leadership more resonant with actual decision makers than Decision Quality 1.0 alone?**

**How to use Decision Quality 2.0 to practically diagnose situations and improve decision results?**

**How to best standardize and communicate to the profession?**

**What are the implications of Hero's Journey transformational experience for decision processes?**

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