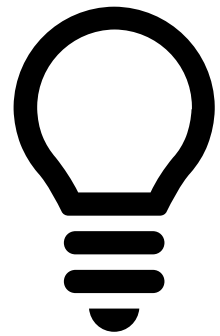


Decision Quality

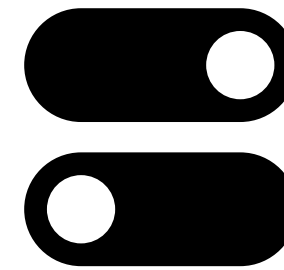
Our Agenda



Part 1:
Understand
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Part 2:
Structure the
Information



Part 3: Make a
Quality
Decision



Team Decision
Challenge

Decision Quality

Making good and timely
decisions that keep the
organization moving
forward.

Decision Quality: Skilled Behaviors

- ✓ Makes sound decisions, even in the absence of complete information.
- ✓ Relies on a mixture of analysis, wisdom, experience, and judgment when making decisions.
- ✓ Considers all relevant factors and uses appropriate decision-making criteria and principles.
- ✓ Recognizes when a quick 80% solution will suffice.

Decision Quality: Less Skilled Behaviors

- ✓ Approaches decisions haphazardly or delays decision making.
- ✓ Makes decisions based on incomplete data or inaccurate assumptions.
- ✓ Ignores different points of view or makes decisions that impact short-term results at the expense of longer-term goals.

Decision Quality: Common Traps

- ✓ Relying Too Heavily on Past Experiences: assuming that what worked before will work again, even in different contexts.
- ✓ Making Decisions Too Quickly (or Too Slowly).
- ✓ Overvaluing Intuition Without Supporting Data.
- ✓ Failing to Involve Key Stakeholders.
- ✓ Chasing Perfection (Analysis Paralysis): overanalyzing and delaying decisions, waiting for perfect information that may never come.

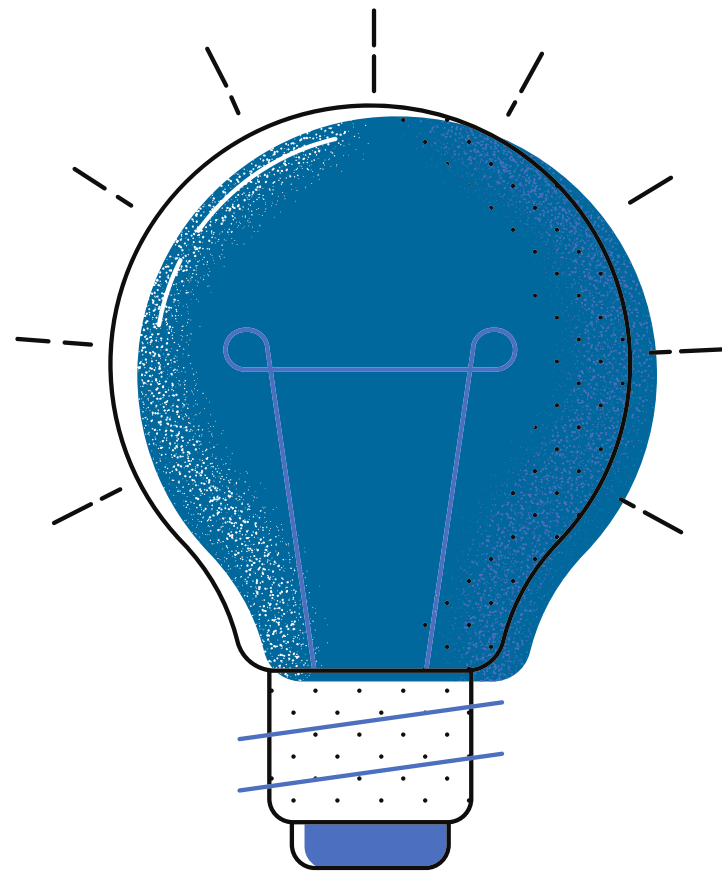
Decision Quality: Common Biases

- ✓ Confirmation Bias: favoring information that supports your existing beliefs and ignoring contradictory data.
- ✓ Frequency Bias: more likely to believe something you hear or see repeatedly over time.
- ✓ Recency Bias: what you've learned most recently carries more weight.

Decision Quality: Common Biases

- ✓ Negative Bias: stored negative emotional memories of similar situations or people cloud your judgment.
- ✓ Attachment Bias: holding on to a status quo you helped shape.
- ✓ Personal Bias: we become close to the people around us, making it more difficult to see and make a change when it is needed.

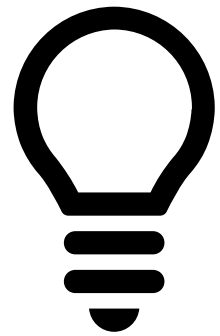
Self-Assessment



On your own, complete the self-assessment in your hand-out.

1. Reflect on your scores: what is one strength you can build upon? What is one area you want to improve?
2. Discuss your takeaways with a partner.

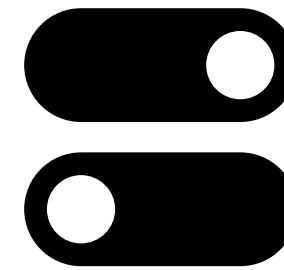
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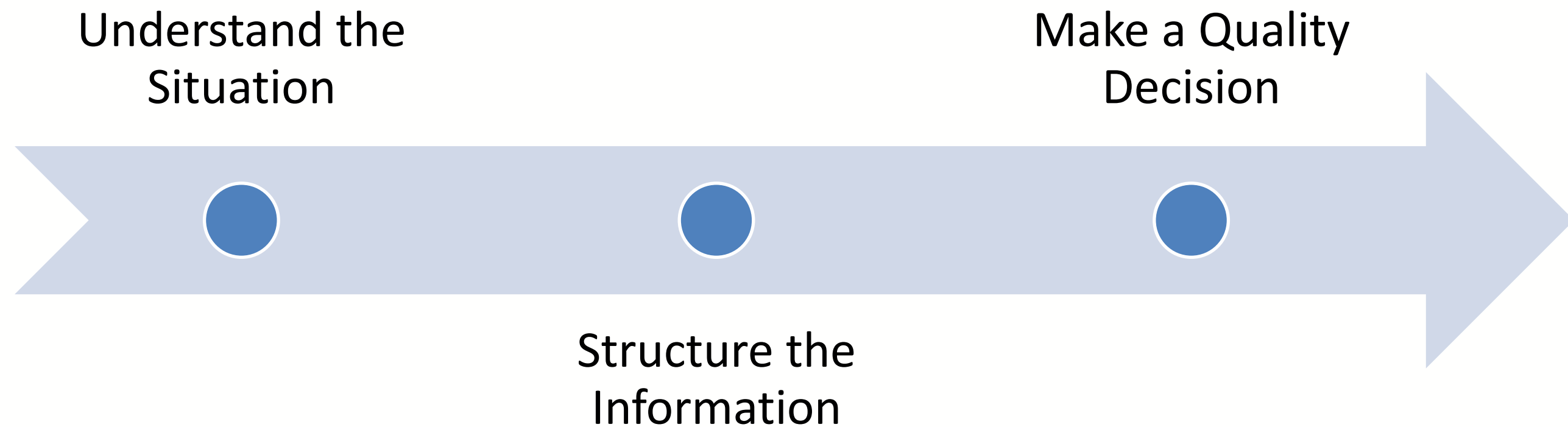
Part 3: Make a
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Decision



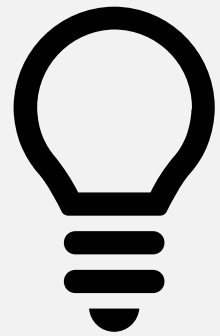
Team Decision
Challenge

The Process

Use the following process to make quality decisions.



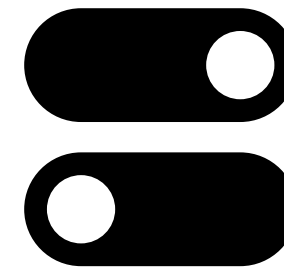
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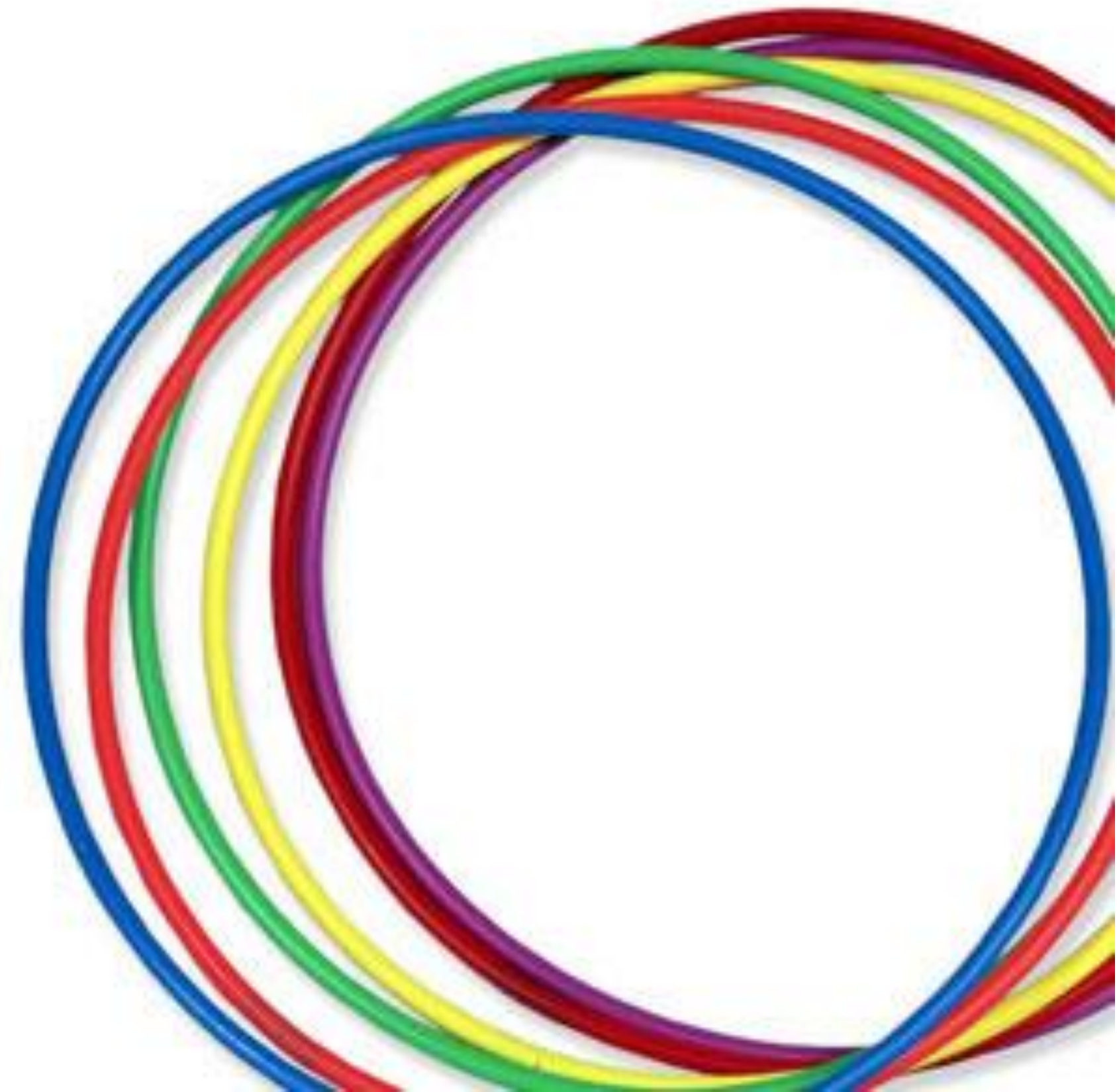
Part 2:
Structure the
Information



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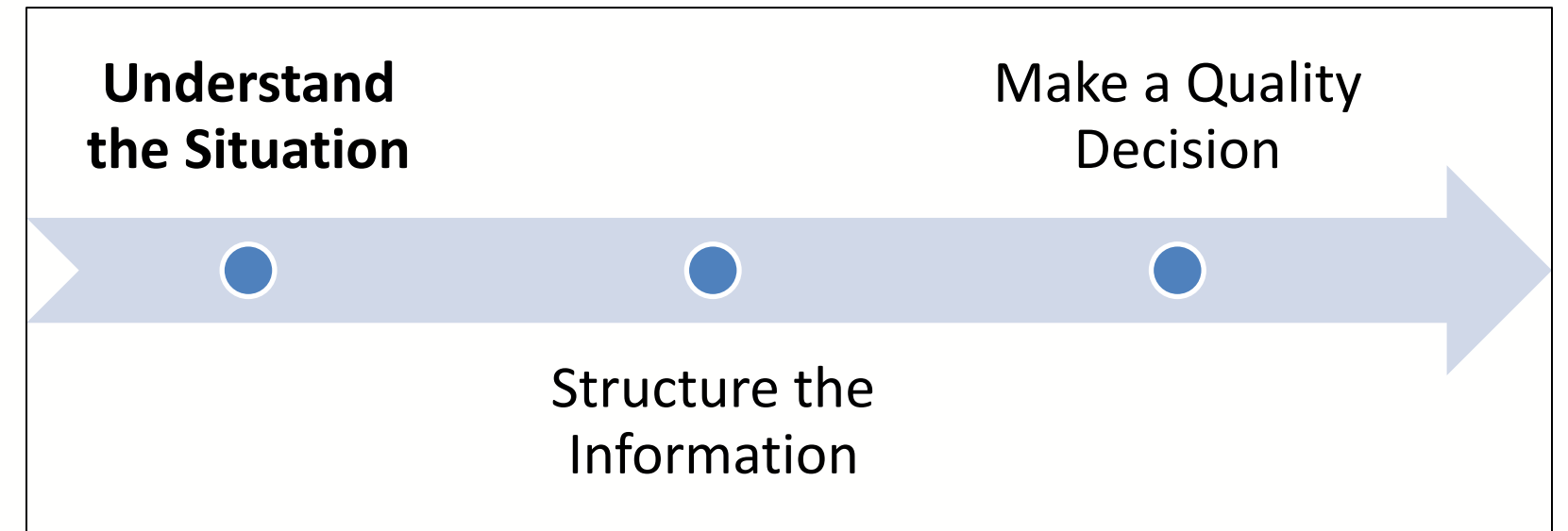


Team Decision
Challenge



Understand the Situation

- Define the problem
- Define success
- Separate facts from opinions and guesses
- Ask better questions
- Drill down to root causes



Understand the Situation

The Situation

You are now in charge of coordinating a move for a state agency that DGS supports. The agency is relocating several hundred employees to a new office space. The move date is currently scheduled for three weeks from now, but it has already changed three times. Different contacts are giving conflicting information, and some requests are still incomplete. Multiple DGS divisions have been involved — Facilities, Procurement, Finance, and Fleet — yet up until now, no one was sure who's making final decisions or what's most urgent.

Understand the Situation

The Situation

Your Decision: What should DGS do next to facilitate a successful move?

Understand the Situation

Define the problem.

“If I were given one hour to save the planet, I
would spend 59 minutes defining the problem and
one minute resolving it.” – Albert Einstein

Write a problem statement.

1. State the Problem Clearly

- What's wrong? Why is it an issue?

2. Explain Why It Matters

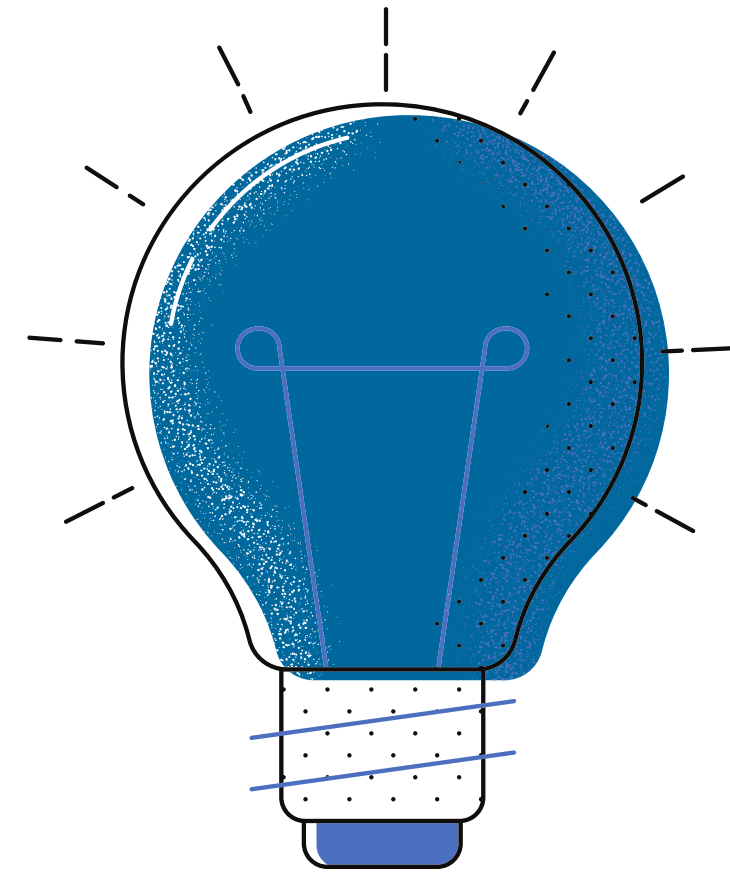
- What's the impact of this problem?

3. Describe the Ideal Outcome

- What should things look like instead?

Template:

- “Right now, [the problem]. This leads to [the impact]. If solved, we could [ideal outcome].”

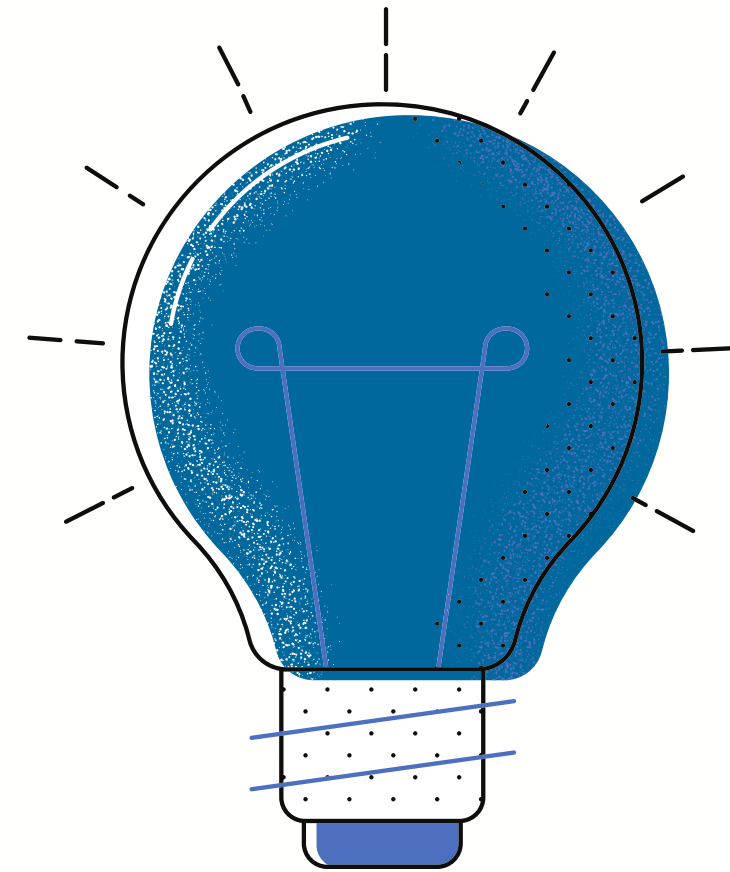


Understand the Situation

Define success.

What does a successful move look like?

Write a few words that describe the ideal outcome.



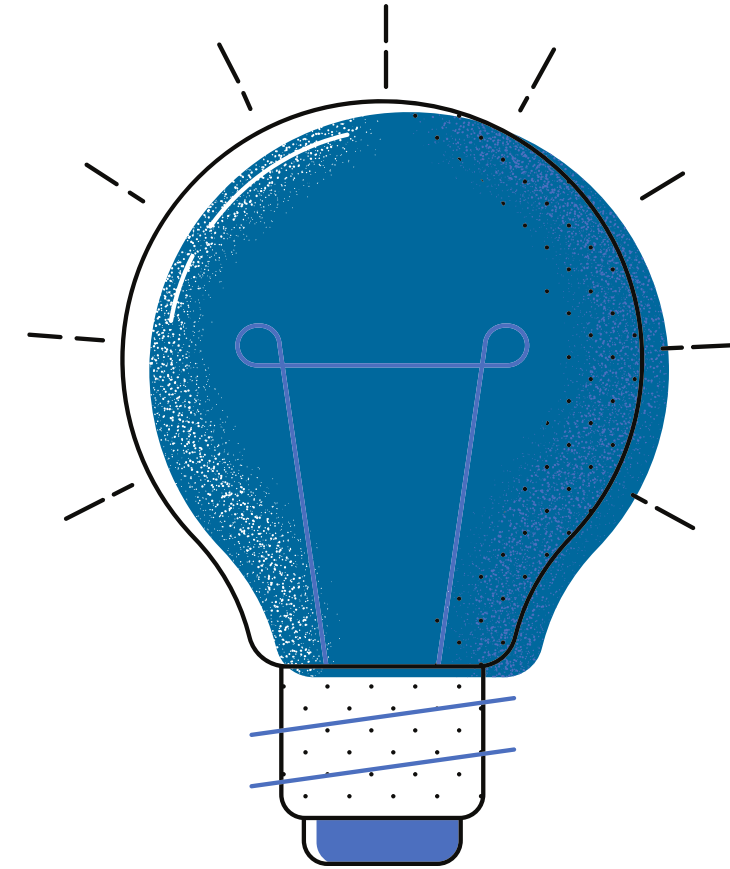
Understand the Situation

Gather relevant information.

- Get organized.
- What info do we have?
- What info do we need?
- Gather data on who, what, when, where, why, and how the problem occurs.
- FOG: What are Facts, Opinions, Guesses?

Gather information.

FOG: What are Facts, Opinions, Guesses?

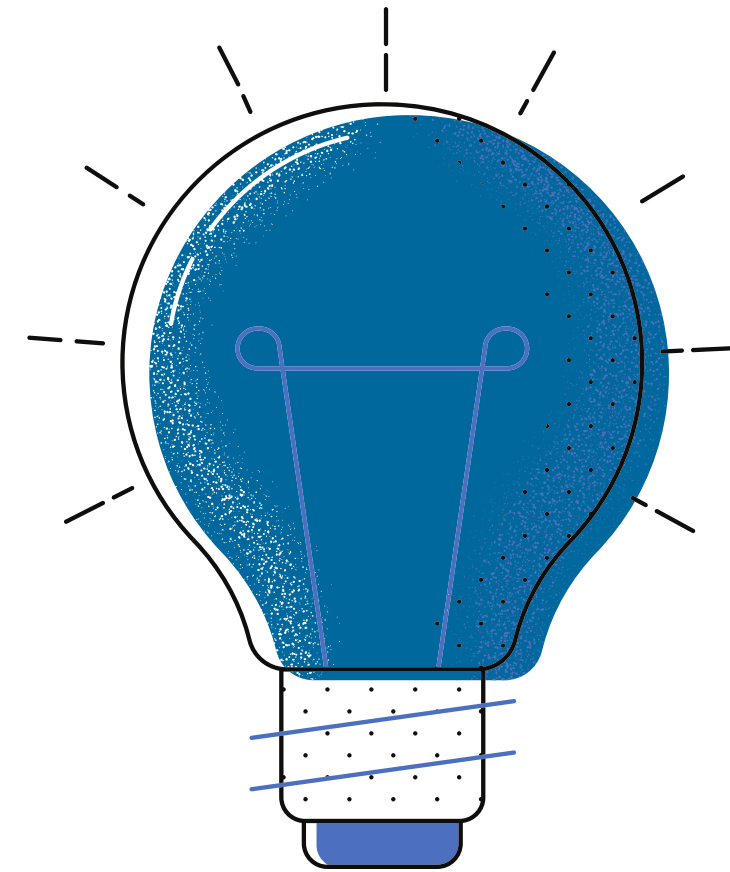


Understand the Situation

Ask better questions.

Ask better questions.

What questions should we be asking? (choose three useful questions to ask from the question guide)



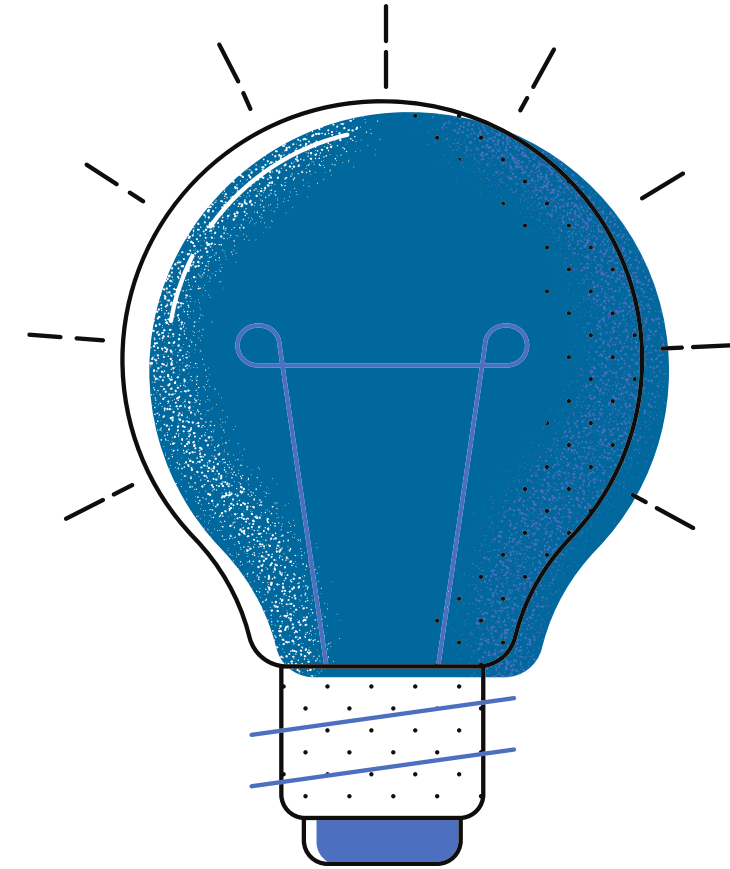
Understand the Situation

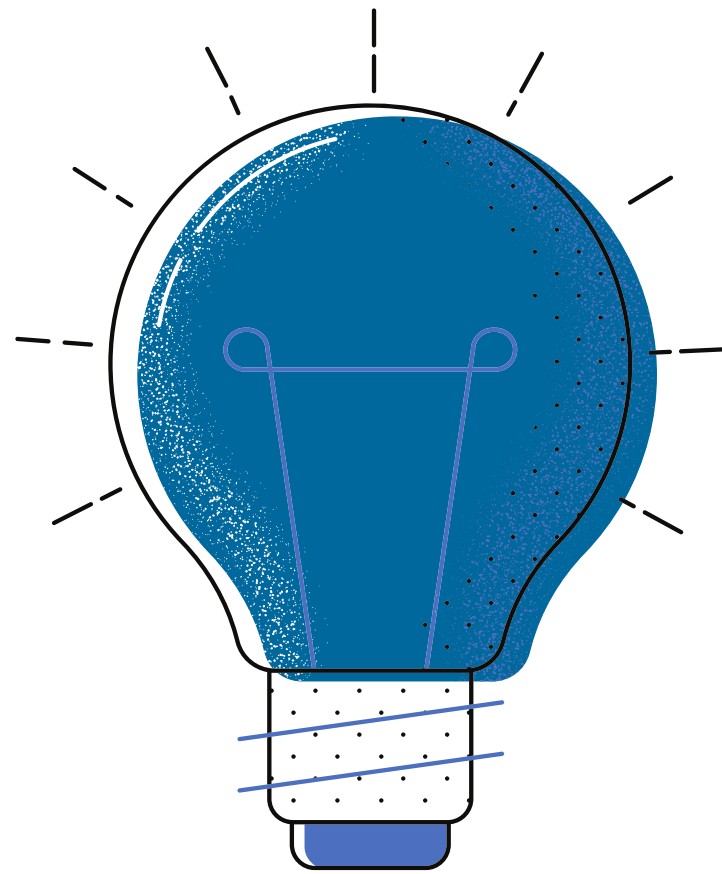
Drill down to root causes.

- 5 Why's
- Cause and Effect Diagrams (Fishbone Diagram)

Drill down to root causes: 5 Why's.

1. Ask “why does this occur?”
2. After the first answer, ask “Why” again for a total of five times.





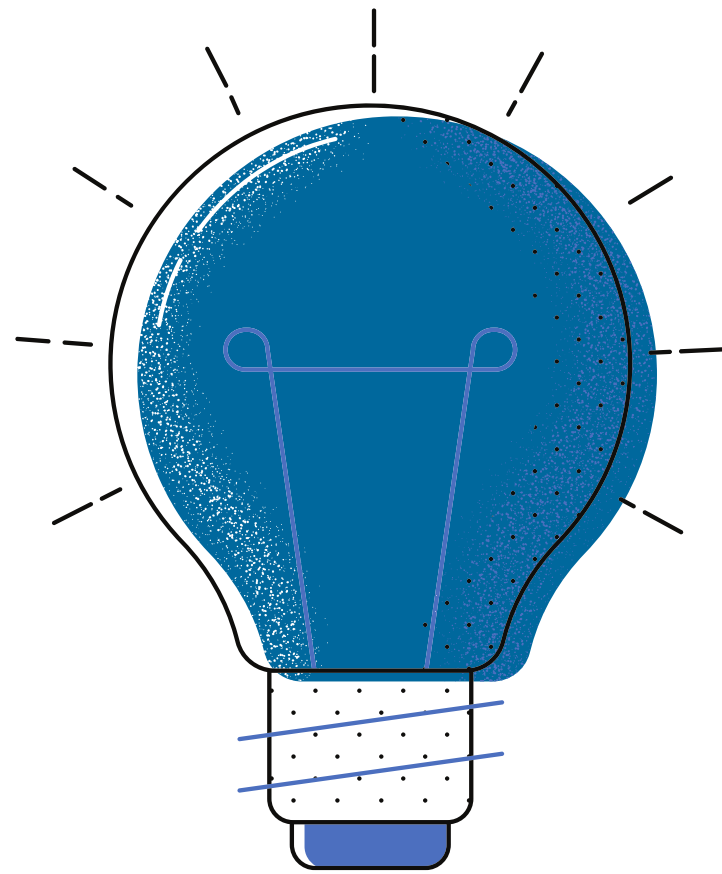
In Triads

If you *were* in charge of this situation, what would you do next to understand it before deciding?

Understand the Situation

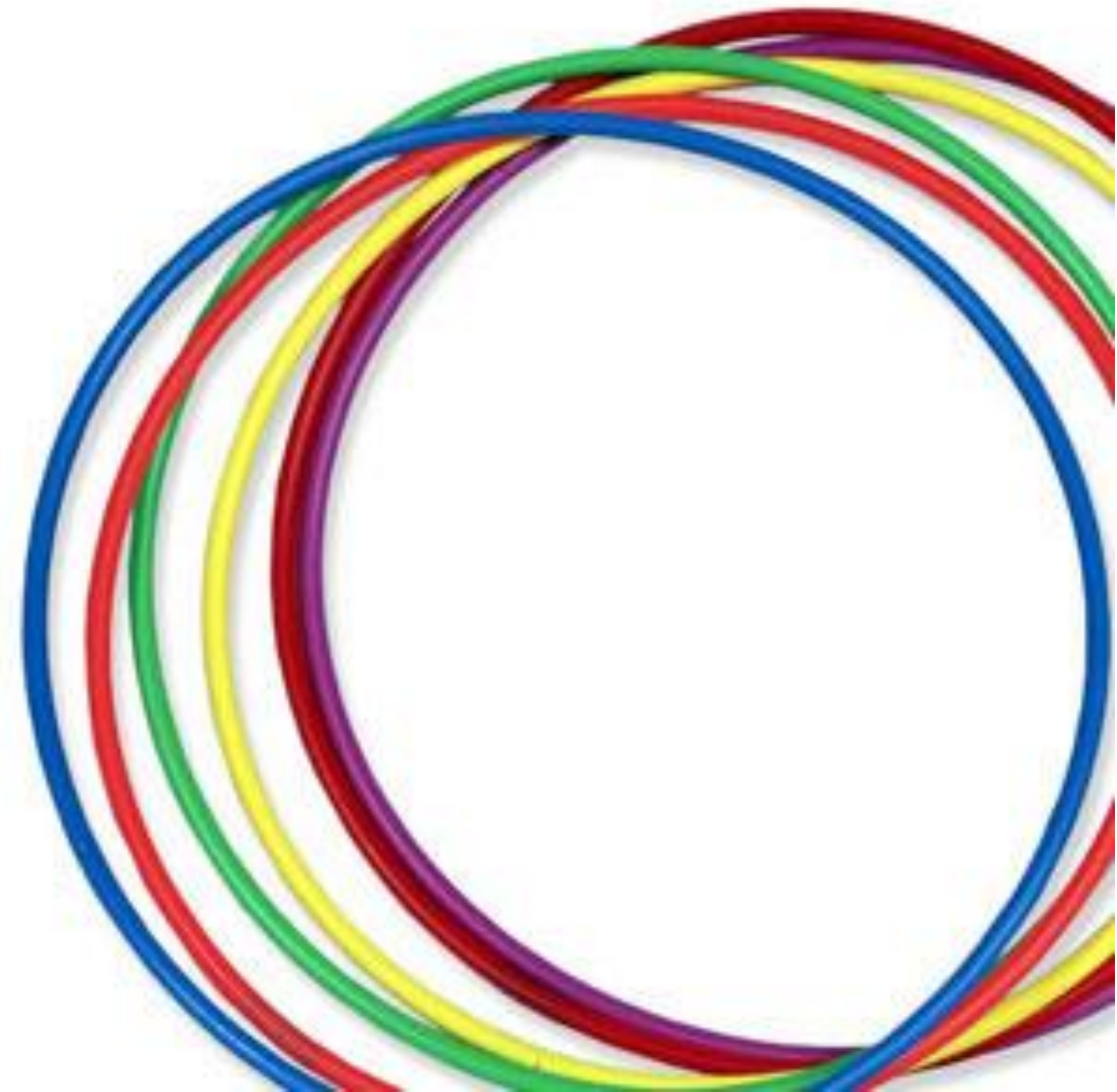
Tips to Understand the Situation

- Consult diverse resources, *especially* if you prefer to solve it on your own.
- Don't rush to judgement.
- Overwhelmed by complexity? Break it down into a series of smaller problems.



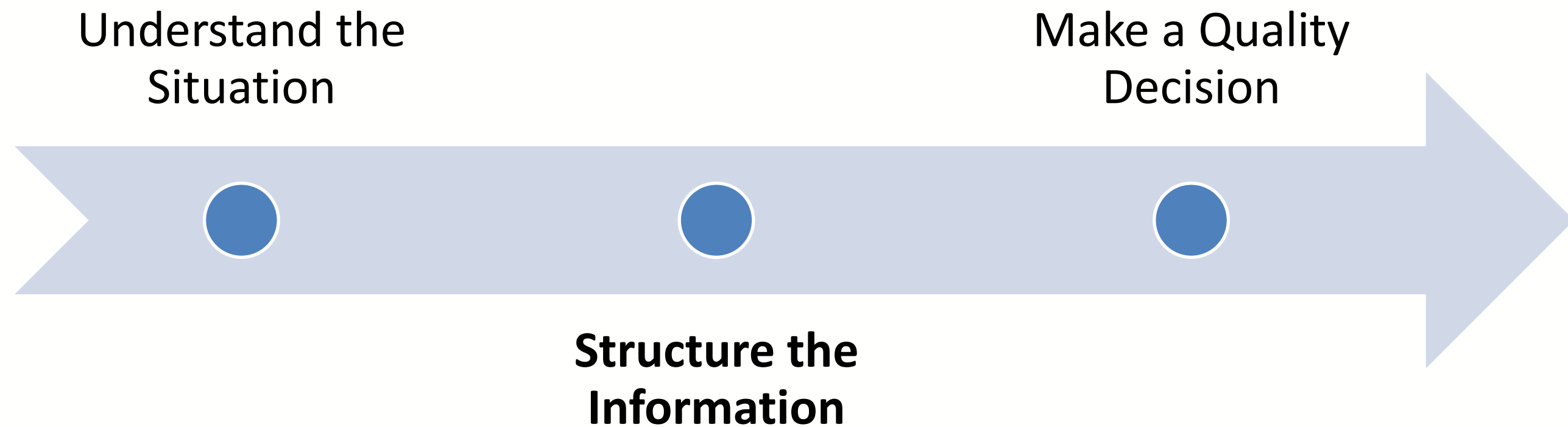
In Triads

Share one insight you'll apply to understand situations more fully.

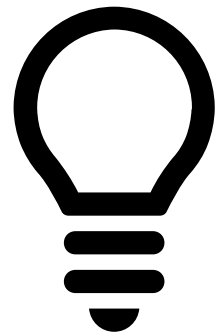


The Process

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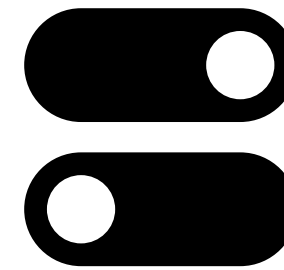
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Team Decision
Challenge

Structure the Information

Focus on what matters.

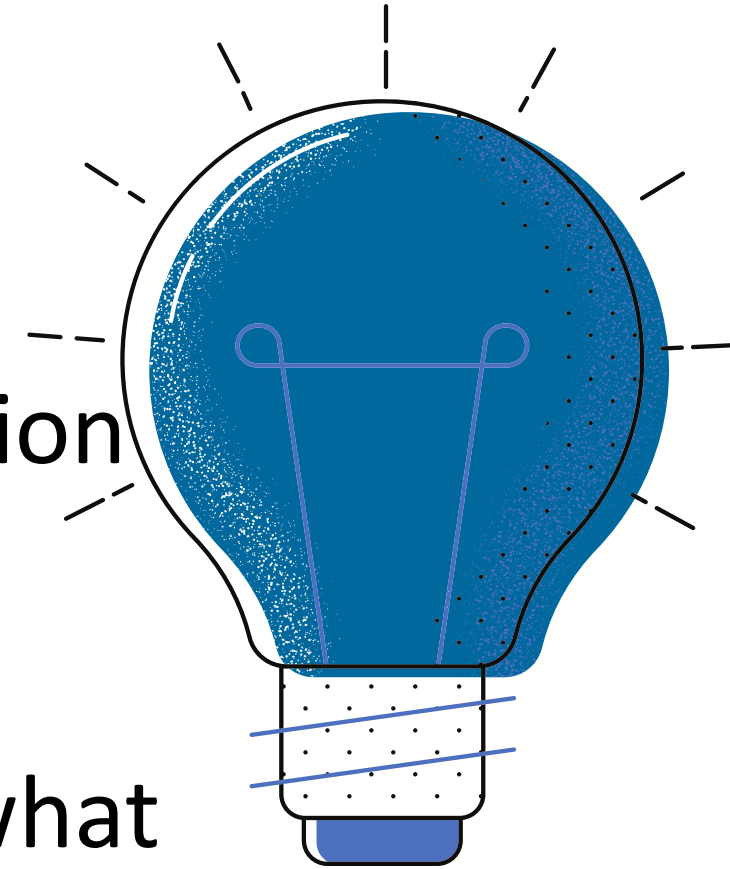
What are the most important criteria to consider before making a decision?

Structure the Information

Focus on what matters.

Circle the 3-5 factors that will most guide your decision for this scenario.

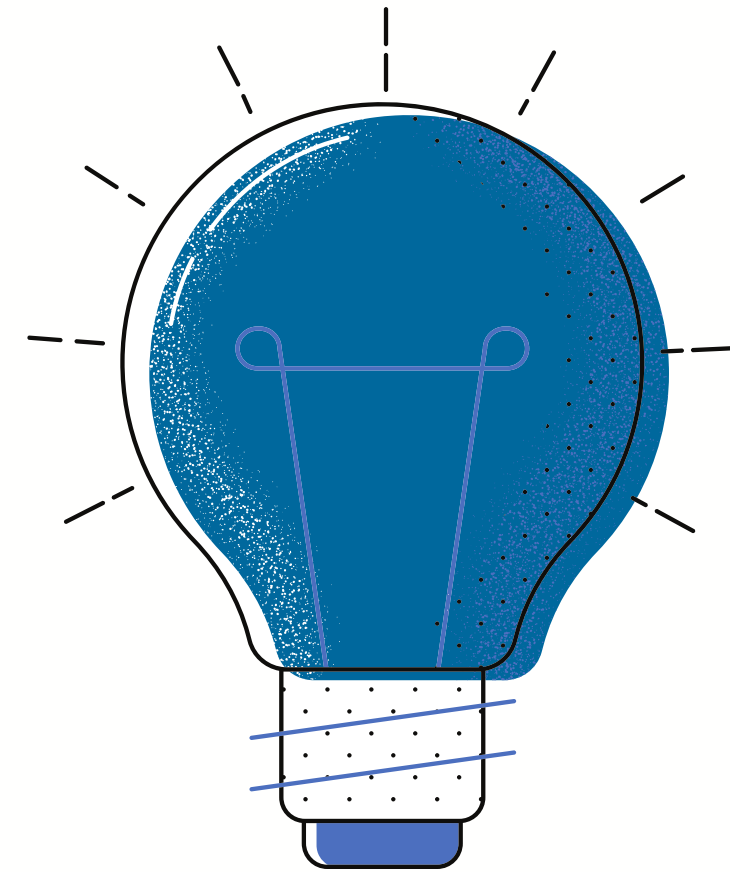
Help: If you made this decision and it went wrong, what do you think leadership would say you should have considered?



Structure the Information

Map stakeholders.

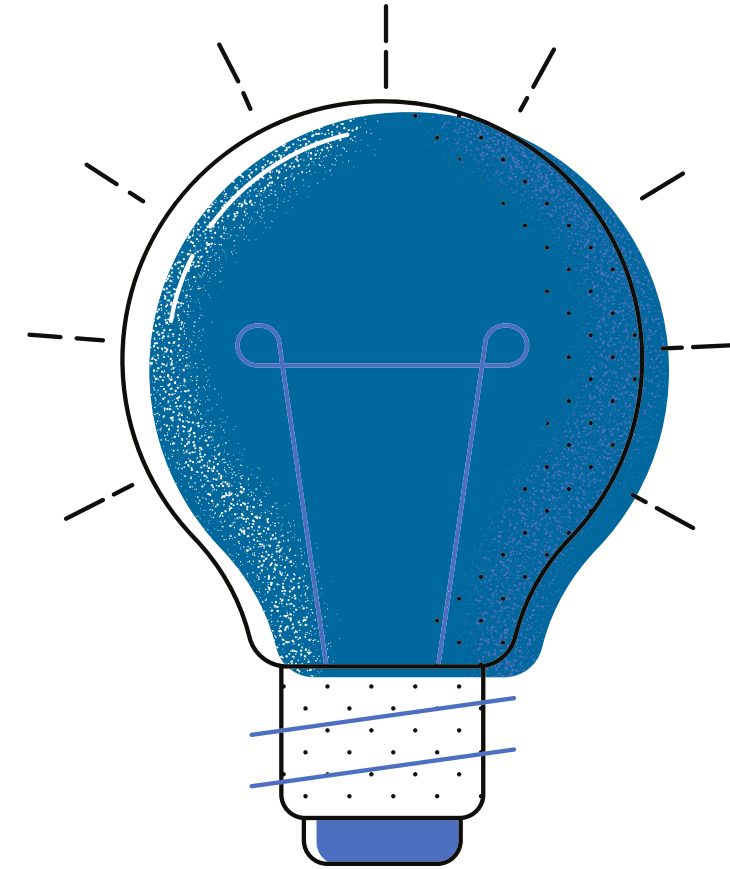
Determine Impacted / Influential / Informing /
Implementing stakeholders.



Structure the Information

Surface decision criteria.

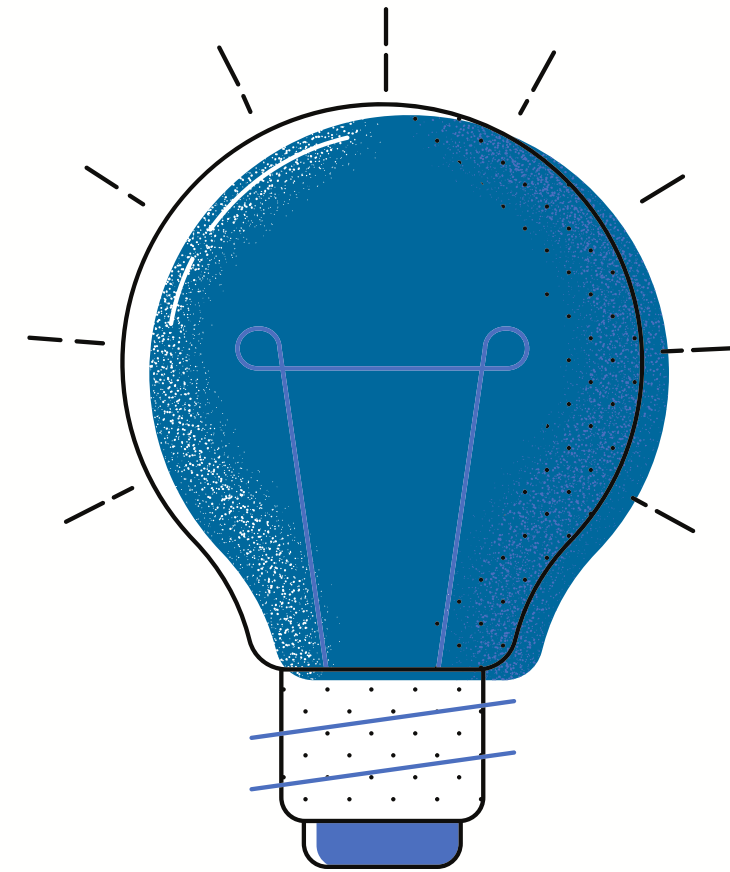
Write down specific 3-5 criteria we should use to evaluate possible options.



Structure the Information

Generate options.

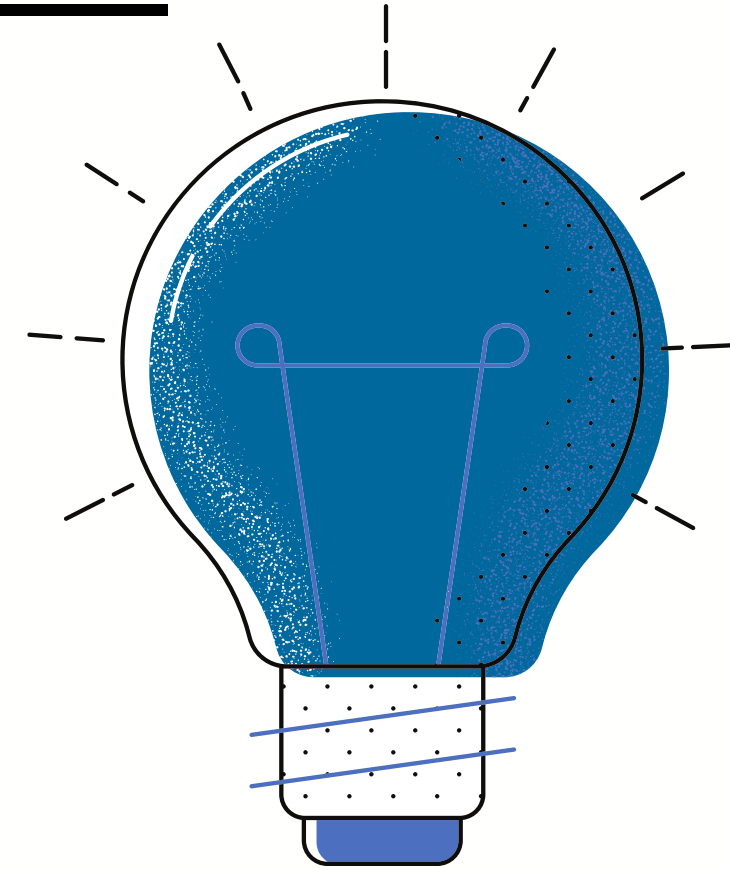
List 2-3 plausible decision choices.



Structure the Information

Evaluate options: weighted criteria matrix.

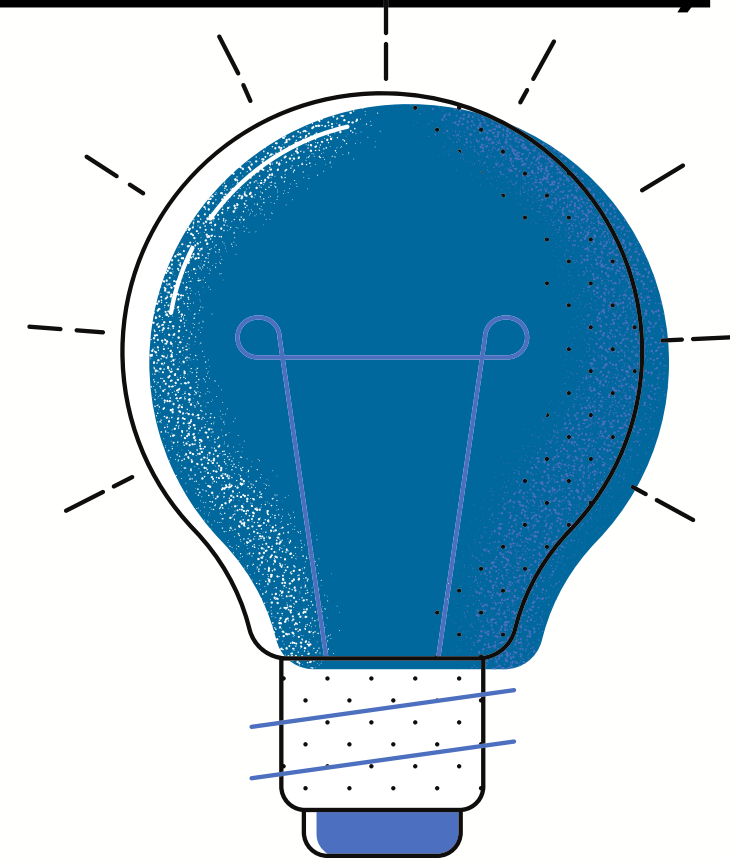
Create a weighted criteria matrix.



Structure the Information

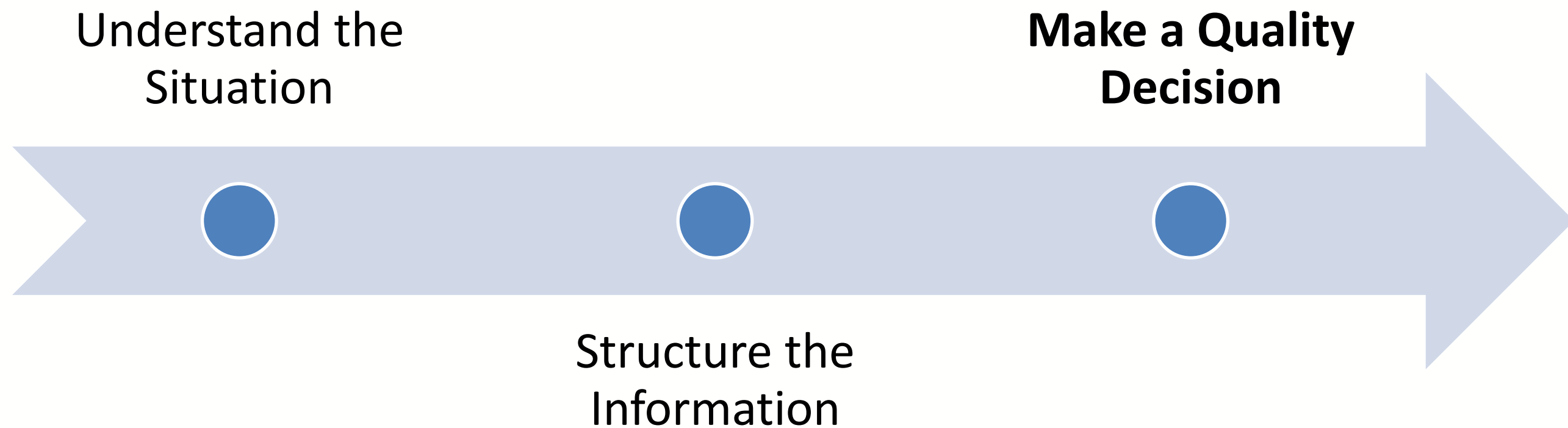
Evaluate options: ICE (Impact, Confidence, Ease)

Use ICE to evaluate each of your options.

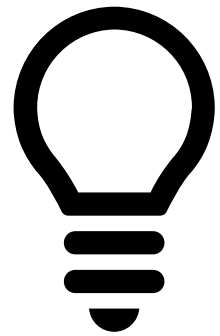


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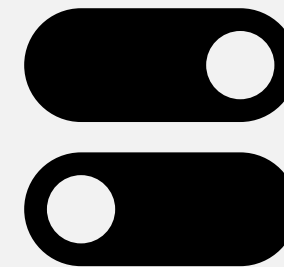
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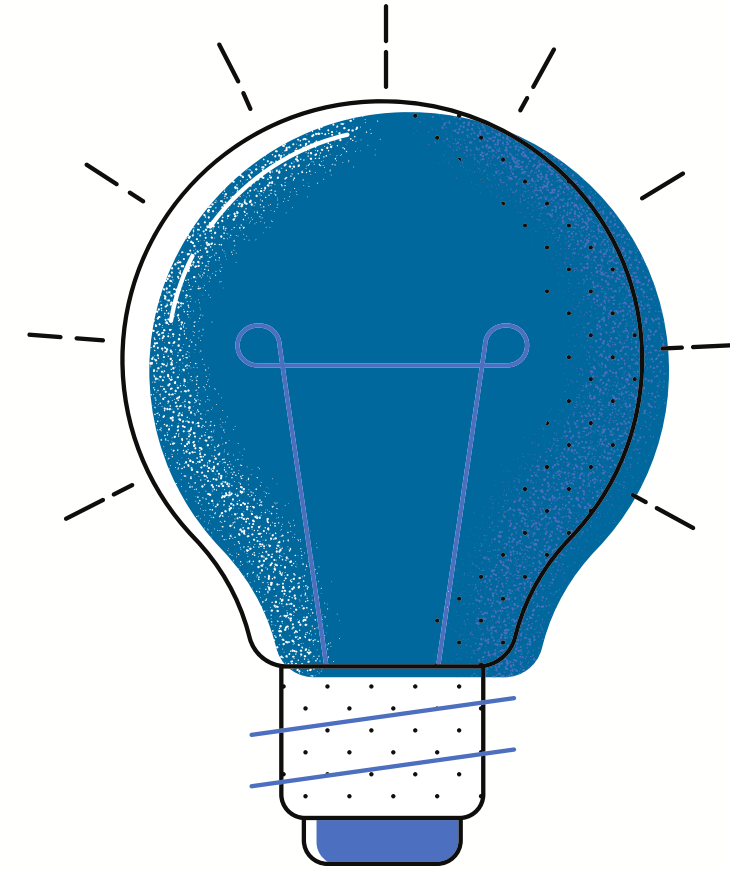


Team Decision
Challenge

Make a Quality Decision

Pause to identify potential biases

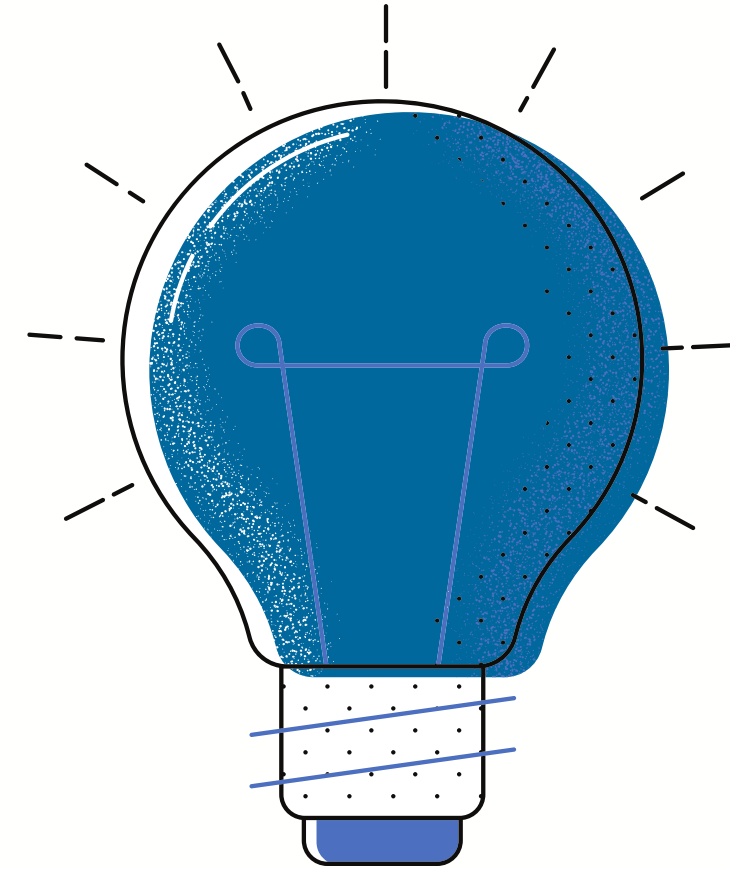
In pairs: which bias could show up in this decision –
and how will you counter it?



Make a Quality Decision

Apply the 80% rule

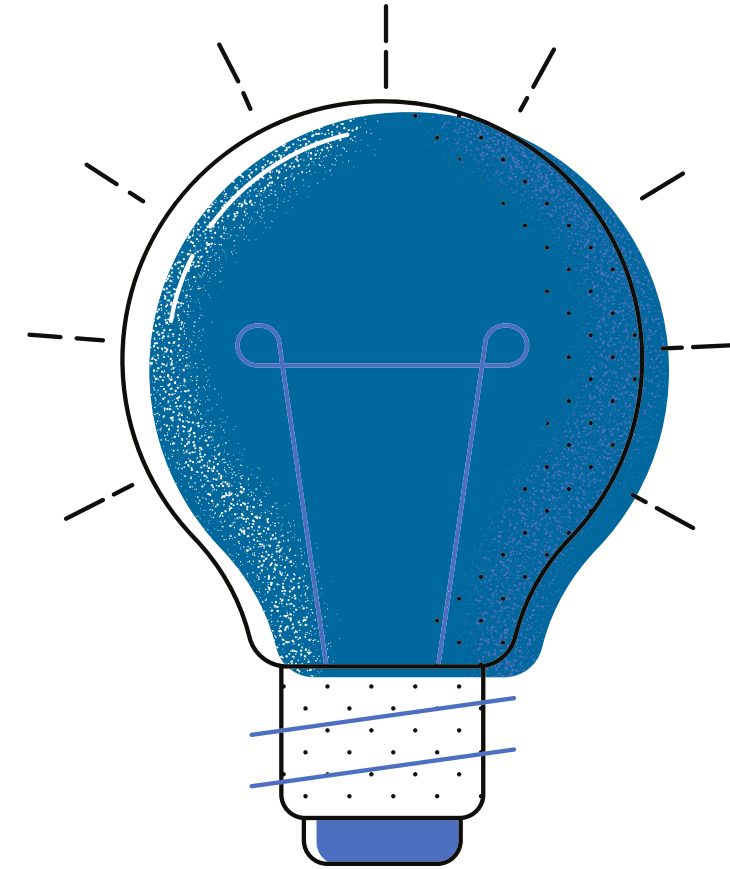
What is one decision you're hesitating on – and one small step forward?



Make a Quality Decision

Make the decision

Write your choice and one sentence on why you chose it.

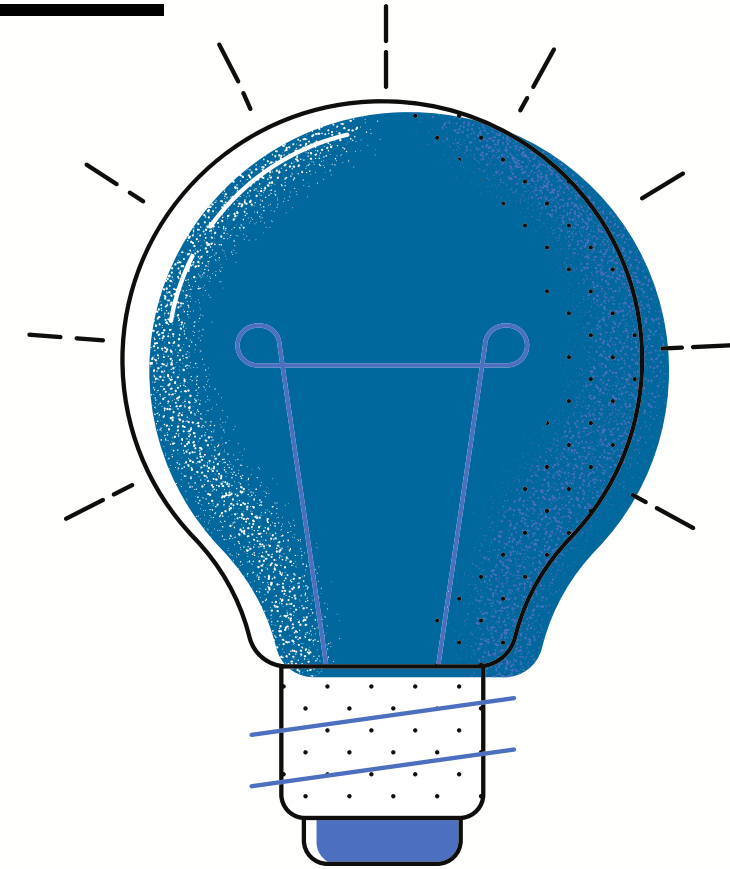


Make a Quality Decision

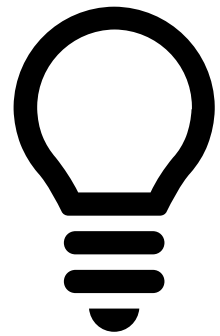
Invite open dialogue and opposing views

In pairs: One person: challenge the current decision.
Play devil's advocate. Ask:

- What could go wrong if we're wrong?
- What are we not seeing?
- Who might disagree and why?



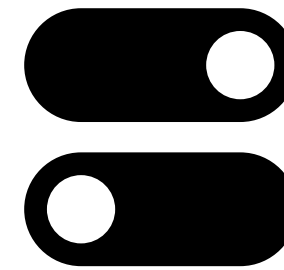
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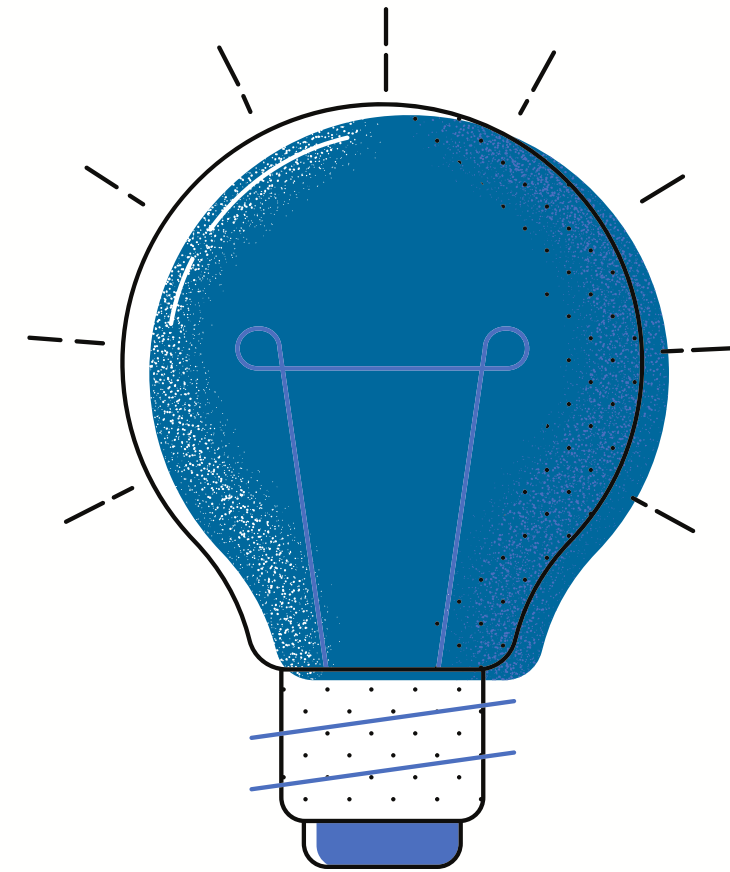
Team Decision
Challenge

Team Decision Challenge

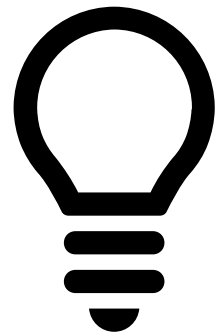
You have 10 minutes to make a decision based on the scenario.

Be ready to present for 3 minutes:

- The problem (what's really going on)
- Key criteria
- Your decision & rationale.



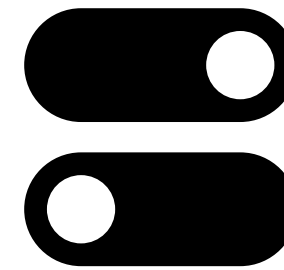
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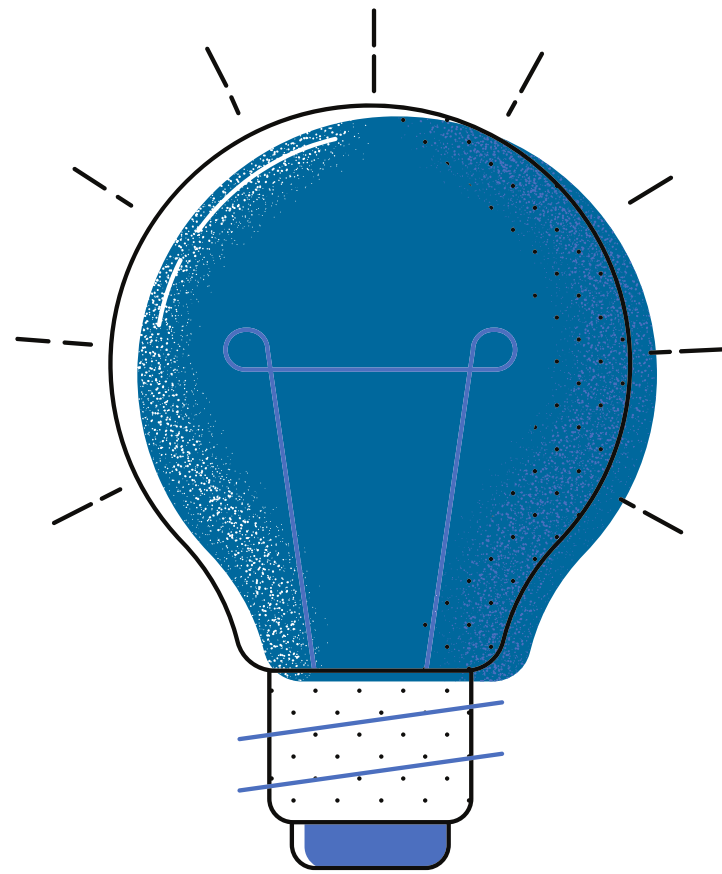
Get in touch with Mark

Text: (760) 271-8256
Email: mark@markskenny.com

Retreat Speaker | Keynote Speaker | Team Advisor

markskenny.com

“Speed Takeaways”

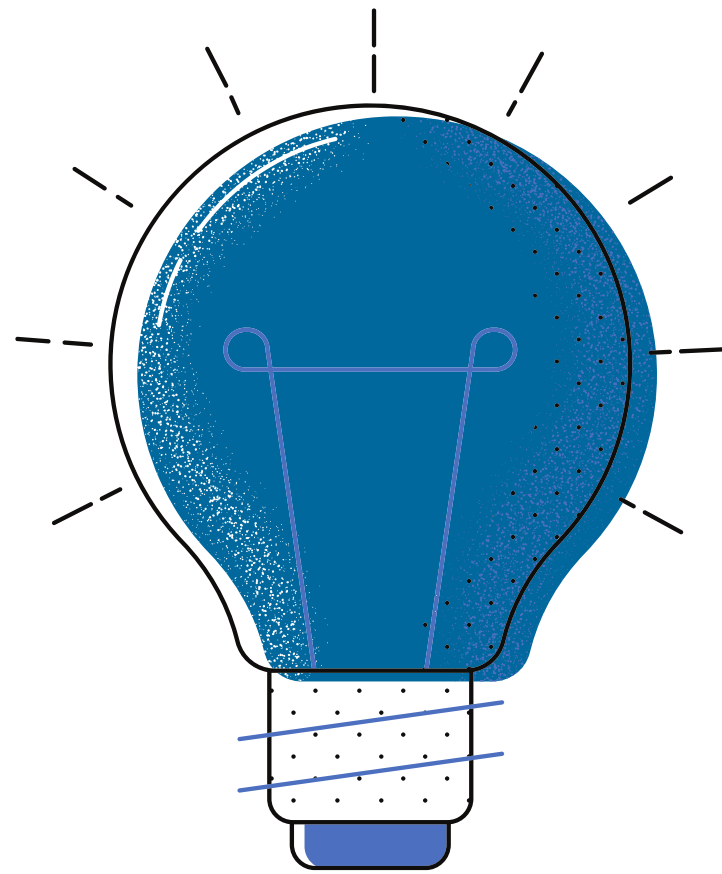


On your own, write down the following:

1. What surprised you the most today.
2. One action you will take to make quality decisions.
3. One tip you will share with your team about making quality decisions.

“Speed Takeaways”

Share what you wrote down with 2 other people:



1. What surprised you the most today.
2. One action you will take to make quality decisions.
3. One tip you will share with your team about making quality decisions.

Decision Quality