



DESIGN MINDS ON DECISION MAKING

Designing for Decision Making: Checklist

PREPARATION

Launching a decision making process

PROCESS

Choreographing the decision making meeting

COMMITMENT

Making the decision stick

GETTING SMART

Immerse yourself to gain the knowledge now that you will need to make an informed decision later

Identify what you need to know to be confident, what risks are you willing to take, what assumptions are you willing to make and which should be challenged

LAY THE GROUNDWORK

Define project or outcome musts and should

Identify who the Decider is going to be. Who ultimately has the decision making authority?

Identify who in the organization will be impacted by the decision, who you will be justifying your decision to and figure out how to involve them

CREATE A SHARED POINT-OF-VIEW

Determine what kind of decision we are undertaking

Document this shared point-of-view in a "statement of purpose"

Revisit this statement throughout the process to see how the decision may have changed over time

Document how things will be different after the decision has been made

Consider a full range of options and alternatives

SET THE STAGE

Limit attendees to 2-6 stakeholders

Set expectations and remove distractions

Agree on criteria

Determine trade-offs under consideration

REVIEW THE OPTIONS

Organize your problem into manageable chunks and smaller decisions

Ideally, evaluate 3-6 realistic alternatives at a time

Give people worksheets to track criteria, gut reactions and reasoning

Give people time to think during the meeting (also, give them breaks!)

When evaluating options, be careful with wording! (Talk in terms of both potential gains and potential losses)

MAKE A #\$\$^% DECISION!

Ultimately it's up to the Decider to make the decision. If the Decider is NOT in the meeting, the output will be a recommendation, not a decision

INSTILL A SENSE OF OWNERSHIP

People value things that they own more than things they don't...give your team members the confidence and tools they need to justify their decision

Provide documentation of the process

Sell the decision through storytelling (which is different from documentation)

Define next steps so people know what to do