



Decisions, Decisions, Decisions

Decision Environments, Roles and Responsibilities and
Decisions By Objectives

Outline

- **Decision Environments, Managing Decisions in a Matrix**
- **A Decision RACI**
- **Decisions by Objectives Process and Exercise**

Managing Decisions in a Matrix

Environment	Characteristics	PM Role.....
Simple	Familiar and Repeating Patterns and Processes Clear Cause and Effect You know what is known	<ul style="list-style-type: none"> •Ensure proper processes are used •Delegate •Use best practices •Communicate in clear and direct ways
Complicated <i>How should we make the product?</i>	Experts from different aspects of the decision are needed Cause and effect links are not immediately apparent You know what is unknown	<ul style="list-style-type: none"> •Create panel of experts •Listen to conflicting ideas and advice
Complex <i>What product should we make or install?</i>	Flux and unpredictable No right answers You don't know what is unknown Many competing ideas Need for creative approaches	<ul style="list-style-type: none"> •Create experiments that let patterns emerge - role play •Foster interaction and communication •Encourage diverse and fresh ideas
Chaotic <i>New and Fast Innovation THE Project</i>	<ul style="list-style-type: none"> •High Turbulence •No clear cause and effect links •There are things you can't know •Many decisions to make and no time to make them •High Tension 	<ul style="list-style-type: none"> •Look for what works •Take immediate action to restore order and confidence •Provide clear and direct communication

Different Decision Environments Call for Different Tools and Technique's

Decision Approaches

Make the decision on your own - the leader makes the decision, often with little or no input

Collaboration – the leader collects inputs from various individuals and groups to assess the situation from many sides, however the leader is still expected to make a decision

Consensus – the leader collects inputs from various individuals and groups to assess the situation from many sides, however, a decision needs to be acceptable to everyone, at least the majority

Factors that influence approach:

Quality – the higher the decision quality required, the more collaboration and consensus should be used

Characteristics that require higher quality include:

- The cause of the problem is not obvious
- There is no one solution and any and all solutions are likely to cause undesirable effects
- Trade offs must be considered because one groups win is another's loss

Acceptance – The degree to which acceptance to the decision is required

- Decisions bases on legal requirements generally don't require collaboration or consensus
- Decisions that require change or adoption generally benefit from collaboration and consensus
- Acceptance is unlikely when a decision is made by the leader with out participation, participation increases acceptance and adoption

Urgency – The timing requirements of the decision

- Crisis decisions usually don't need acceptance
- Urgency increases when delays mean cost overruns or lost opportunities
- Collaboration and consensus require more overhead, consensus costs the most
- When decision activities are planned and tracked, manage to the latest end date allow most time for increase quality, and acceptance

Putting it all together

A Tool for Decision Evaluation

Condition	Best Approach	Example
Decision is not important or the decision is simple	Make the decision or Consensus	What coffee should we have in the breakroom?
Decision is important and urgency is high	Make the Decision	Legal Requirement Delay could cause extensive financial risk
Decision requires high quality and is complicated or complex. Acceptance is required for adoption	Collaboration	New process Implementation of new software
Decision requires higher acceptance or mandated majority	Consensus/Majority	Government decisions

RACI

R - Responsible (multiple)

- Responsible for the execution and management of the decision
- Activate and engage resources required to execute the decision
- Provides insight to resource constraints for successful implementation of the decision
- Ensure resources have necessary tools and information to successfully implement decision

I - Informed of the decision

- Informed of the decision, can communicate to other team members who may be impacted

Decision	R	A	C	I
Single stated decision	Name Name Name	Name	Name Name Name	Name Name Name

A - Accountable for the decision and impacts to the enterprise strategic mission and goals (one person)

- Must be only one per decision
- Understands the current state and potential impacts to the enterprise and communicates with cross functional teams to align understanding
- Leads, provides direction and communicates decisions

C - Consults/Collaborates on the decision

- Engages with team members to develop information required for the analysis of the decision
- Provides inputs as requested

Collectively they are the decision team and the A is the “voice of the decision”

Decisions by Objectives

A process method to guide teams through decision making

Decision by Objectives Process

Clarify the decision and make it a single decision:
What car should we buy?

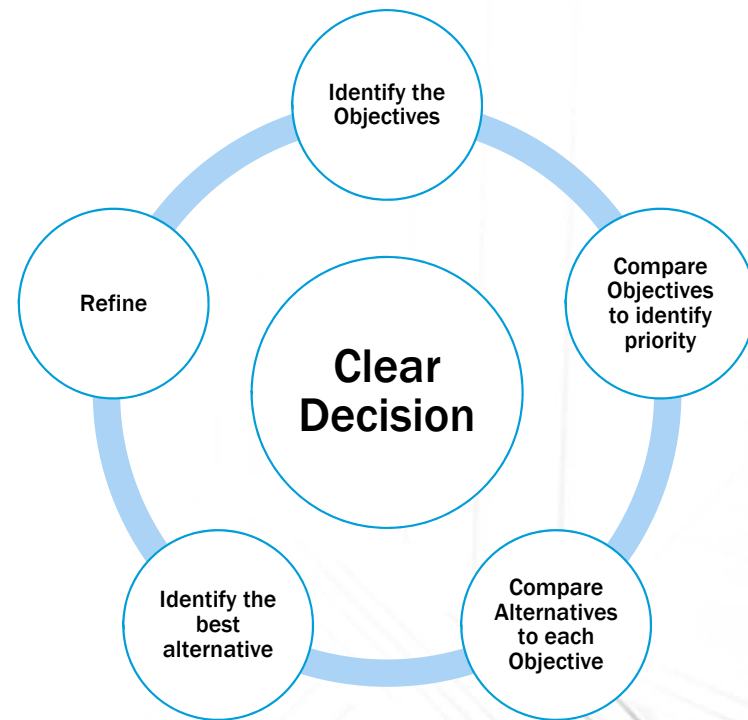
Step 1: Identify Objectives – Style, Safety, Fuel Efficiency, Speed

Step 2: Compare objectives to determine the priority of the objectives

Step 3: For each objective, compare alternatives

Step 4: Alternative that meets the highest priority objective wins

Step 5: Refine if necessary



Exercise and Observations

- The journey is more than the answer to the model
- Don't focus on the process or the tool, the more organic the inputs, the more reliable the result
- A decision you would not make doesn't mean the model is wrong, it just means a new objective was identified or a prioritization reconsidered
- Facilitate through analysis paralysis. When enough is enough, document the decision or next steps

In Conclusion

- Decisions are a collection of activities that need to be planned, sequenced, staffed, tracked and managed.
- Team members should evaluate
 - How important is the quality of the decision?
 - How urgent is the decision?
 - How important is acceptance to adoption?
 - Is the decision complicated or complex?

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- **20 Years Program and Project Management Experience**
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- **VP Education for WPMI, Co-led development of THE Project 2012**
- **CRT Enterprises, Project Management Training Services (est. 2006)**
 - **PMP and CAPM Prep: Aug 8 – Oct 5, 2017**
 - **The Fundamentals of Project Management**
 - **Decisions, Decisions, Decisions**

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