Decision Making Roundtable

Unlocking the Secrets to Better, Faster, More Strategic Decision Making

Welcome

Where in the world are you?

Let us know in the chat!

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Outcome

Share our research-based insights into how to uncover where organizations need the most support to improve and accelerate decision making.

Discuss your own organizational decision making challenges, leveraging our research and your peers' expertise to bring fresh thinking and new ideas back to your organization.

What we will cover

- Why decision making is harder than ever
- Ineffective but well intended approaches to evolving decision making
- How to pinpoint what's going well and what could be better in your organization
- Submit your questions in the chat throughout!

The landscape of decision making is **rapidly evolving,**

driven by forces that **intensify pressure and complexity.**

The landscape of decision making is rapidly evolving, driven by forces that intensify pressure and complexity.

Emergence and continued evolution of **data-driven** and **tech-enhanced decision intelligence**

Rapidly **changing customer needs** requiring faster decisions

Lower barriers to entry leading to increased disruption in several industries

Demand for both **integrated solutions** and **higher personalization** to meet new customer needs

External forces

Internal forces

A state of **constant and overlapping change**

A more collective approach to **harnessing diverse perspectives**

Greater **volume and frequency of data**, information, and analysis

The combination of these forces and **interdependent operating models** creating a need for more **flexible** decision making

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Our research has shown that the core components of decision making are universal, but the best approach to decision making in your own organization centers around your unique context and people implications.

Defining the end goal, its business impact, and the criteria to consider along the way

Reaching beyond immediate ideas and sourcing new possibilities

Effective decision making includes **setting an intent**, **identifying** and **weighing** potential options, **committing** to a choice, and moving forward.

Evaluating the future each option builds and what it requires letting go of

Gaining genuine buy-in that results in action and evolution as circumstances change

Poll: Let's hear from you

Where is your organization most stuck?

We know there's a problem, but we **don't know the root cause** or even where to start.

We know the cause but we **don't know how to close it.**

We've tried a lot of things and we're **still not seeing progress**; the organization is fatigued.

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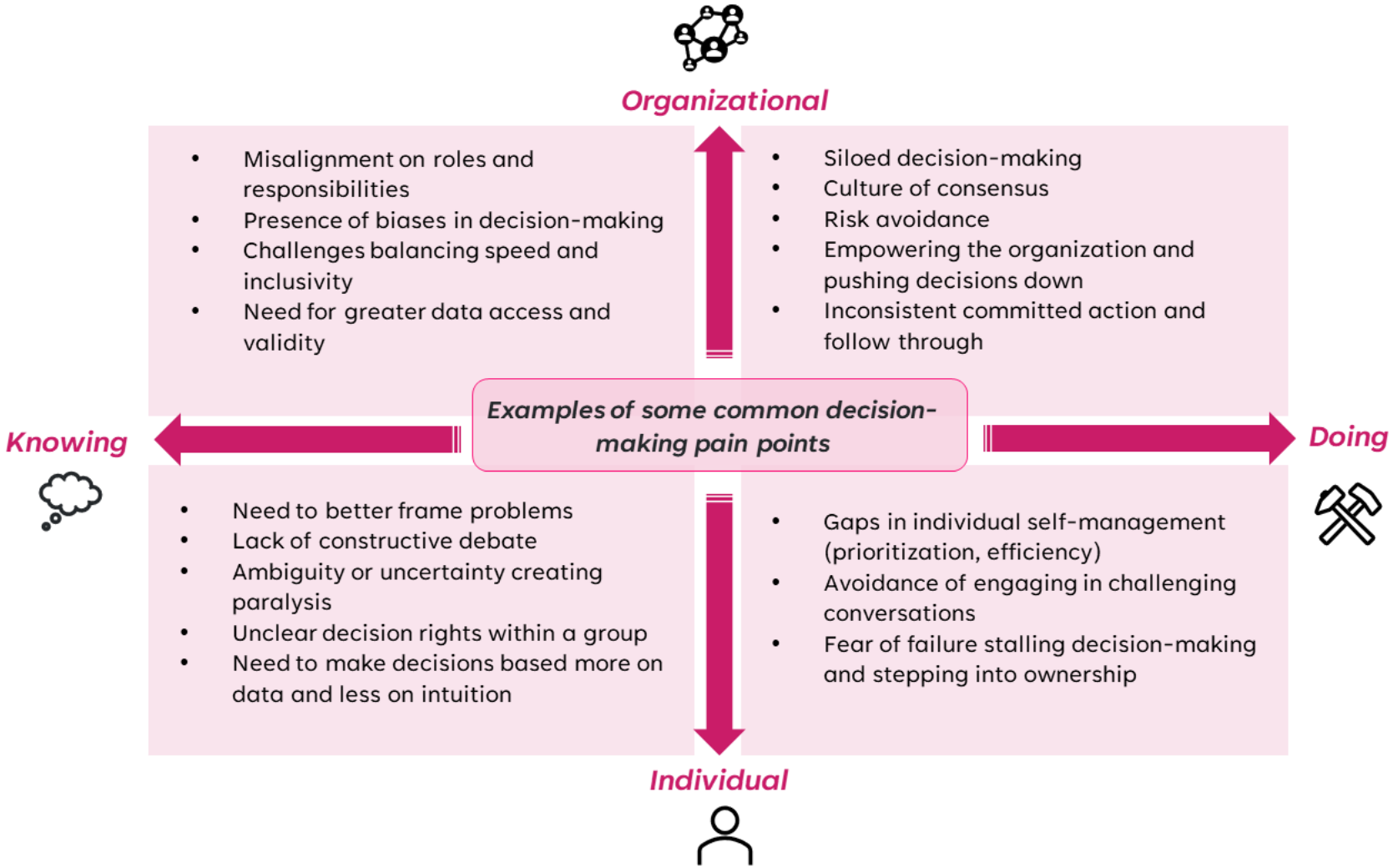
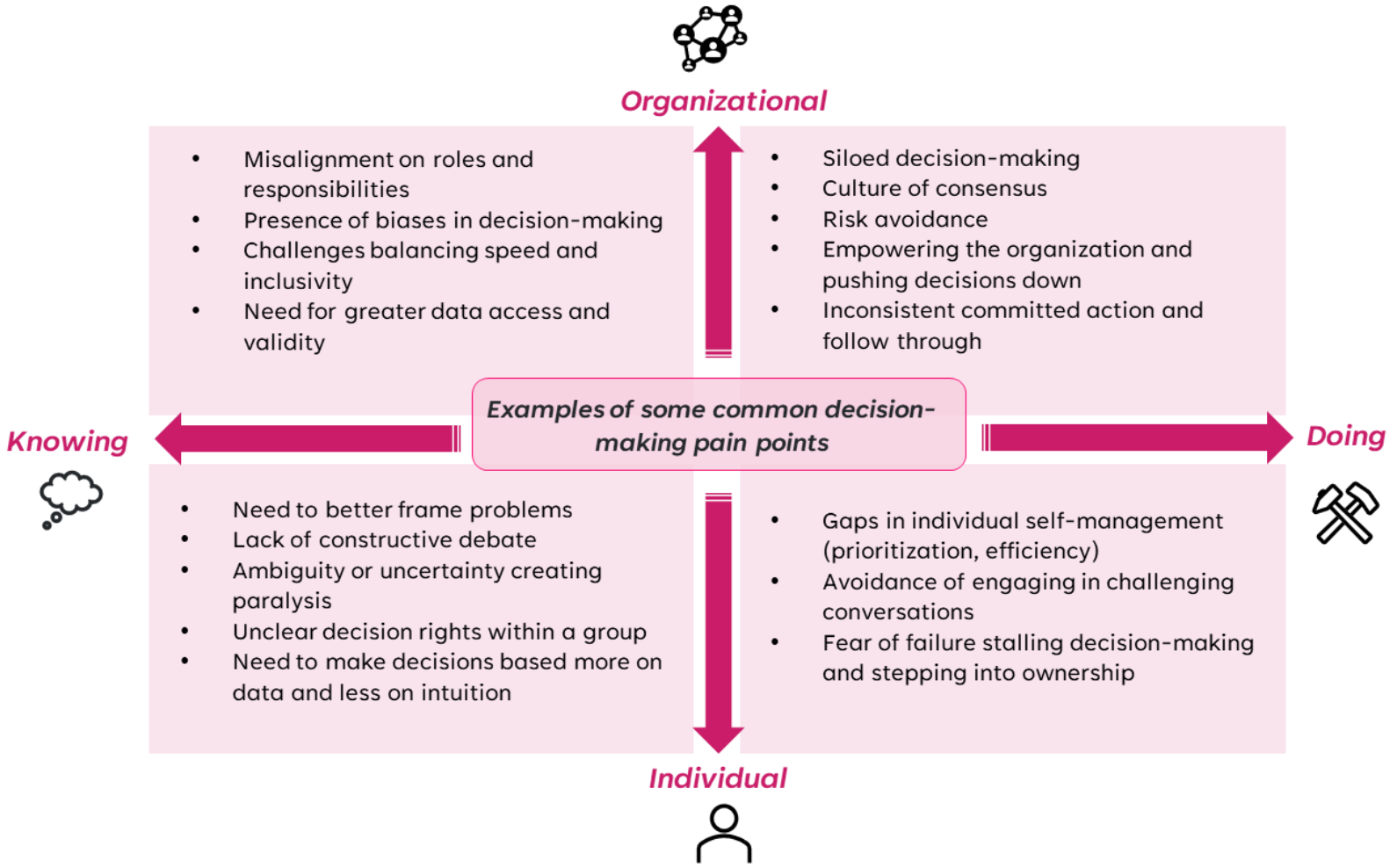
It can be helpful (and relieving) to know that the most common approaches to improving decision making do come from a good place—they just don't go far enough to address the gap between current and future state.

The approach	The intention	The gap
The executive team chooses a decision-making model that they've seen work well in the past	To move quickly and use something proven to provide structure and shared language	Model over mindset
The organization develops a custom decision-making model meant for comprehensive use	To maximize adoption with one model that feels very aligned with how the company does things	One size that doesn't fit all
A committee forms to identify and categorize various types of decisions, and builds better processes for each	To tailor to the nuanced decisions made in the flow of the business and operations	Engineering process without people
The L&D team adds decision making development into top talent programs	To use existing avenues to gradually shift decision-making	Individual but not organizational
Extensive decision-making work is done with the VP-Director population, sponsored by the executive team	To build a groundswell of change through a crucial layer of leaders who have wide-spread impact	Executive team still modeling old behaviors

To overcome the decision making gap in your organization, starting by identifying the need for change creates focus by asking targeted questions to determine the biggest, most pervasive decision-making pain points.



Poll: Which quadrant does your organizational need fall most strongly in?



Next, assess the context of your current realities through the Four Essential Elements of Decision Making™ to identify root causes.

Framing, Values and Authority

What we look for

- What are the most important decisions to get right? Why?
- Who makes decisions, how, how fast and what quality?
- How do our values show up in decision making?

Evidence and Evaluation

What we look for

- What roles do qualitative and quantitative data play in decision making?
- How are choices compared and debated?
- How do we measure the quality of decisions?

Social Dynamics

What we look for

- What individual and collective vulnerabilities exist?
- How does the process of decision making reflect the organization's culture?
- How does work get done (individual, groups, meetings)?

Committed Action

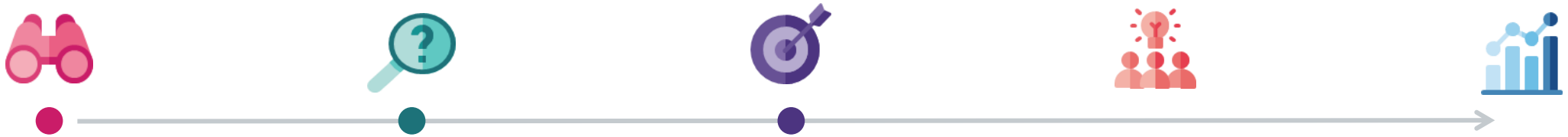
What we look for

- How is accountability for decision implementation managed (delegation, escalation, abdication)?
- What are the consequences for poor decisions or inconsistent implementation?

Then determine critical shifts and necessary tools needed in your organization, prioritizing the few changes that will best fuel the business and specify what will be different.

Shifts summarize the essence of the current vs. desired future state of decision making and create focus. A few, targeted shifts should be defined before the how is chosen.

Today, we covered the first three steps of the process we have found works best to help close gaps generated by well-intended but insufficient decision making initiatives.



Steps

1. Identify the need for change in decision making

2. Assess the reality of the context

3. Determine critical shifts and necessary tools

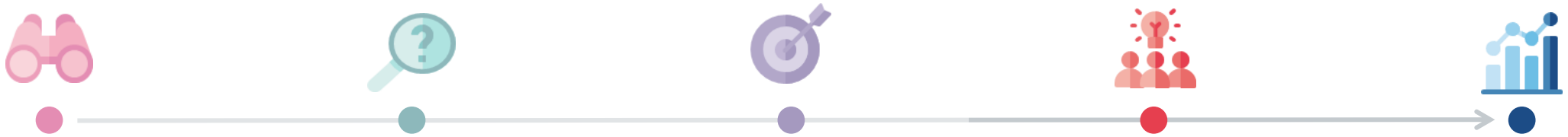
Outcomes

- Clarify the impact of today's decision-making challenges
- Define the scope of the issue, at a high level

- Reveal how decision-making works in practice today
- Discover why it works this way (get to the root causes)

- Determine the few shifts that will meaningfully improve decision-making outcomes
- Identify the model(s) and tools that will support people in making these shifts

From here, you need to make it practical and real for people and find ways to embed new habits and allow people to learn over time.



Steps	1. Identify the need for change in decision making	2. Assess the reality of the context	3. Determine critical shifts and necessary tools	4. Make it practical and real for people	5. Embed new habits and learn over time
Outcomes	• Clarify the impact of today's decision-making challenges • Define the scope of the issue, at a high level	• Reveal how decision-making works in practice today • Discover why it works this way (get to the root causes)	• Determine the few shifts that will meaningfully improve decision-making outcomes • Identify the model(s) and tools that will support people in making these shifts	• Create powerful experiences that help people see and feel what needs to change • Address decision-making nuances so that people know how and when to adapt their approach to different situations	• Reshape organizational habits and ways of working to support shifts • Reinforce how leaders are held accountable for decision outcomes and how the organization learns from decisions

Strategy made **personal**

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