

StrategyDriven

Business Planning and Execution Series...

Decision- Making



*Opportunity
& Problem
Statement
Development*

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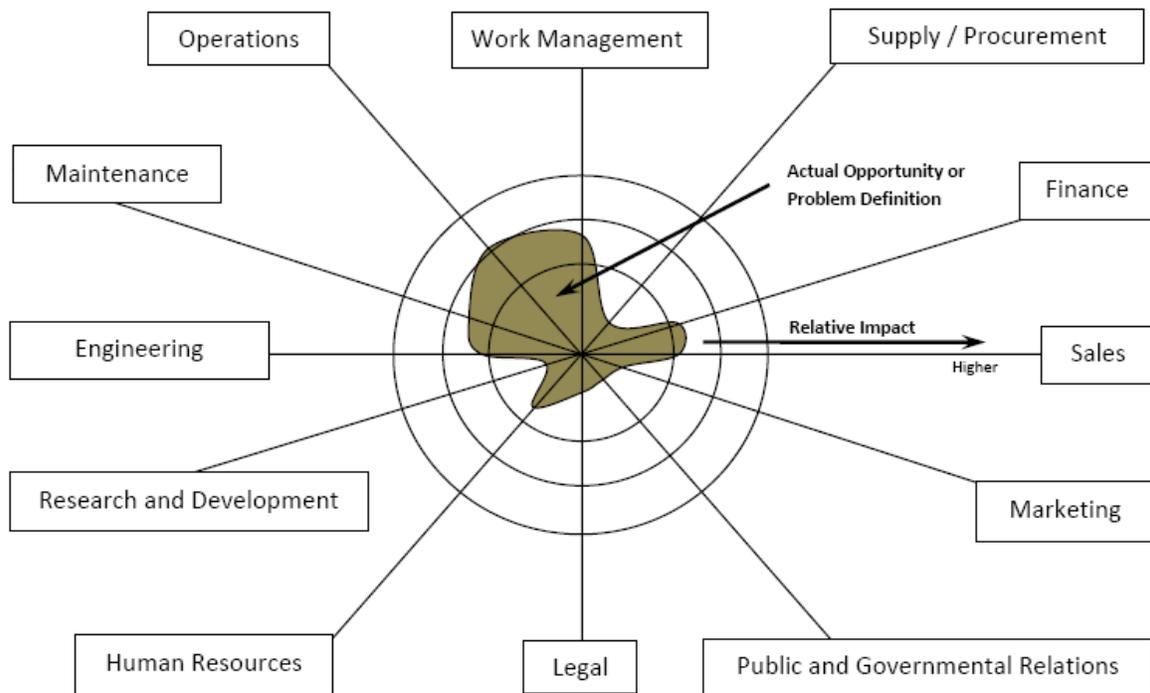
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Founder

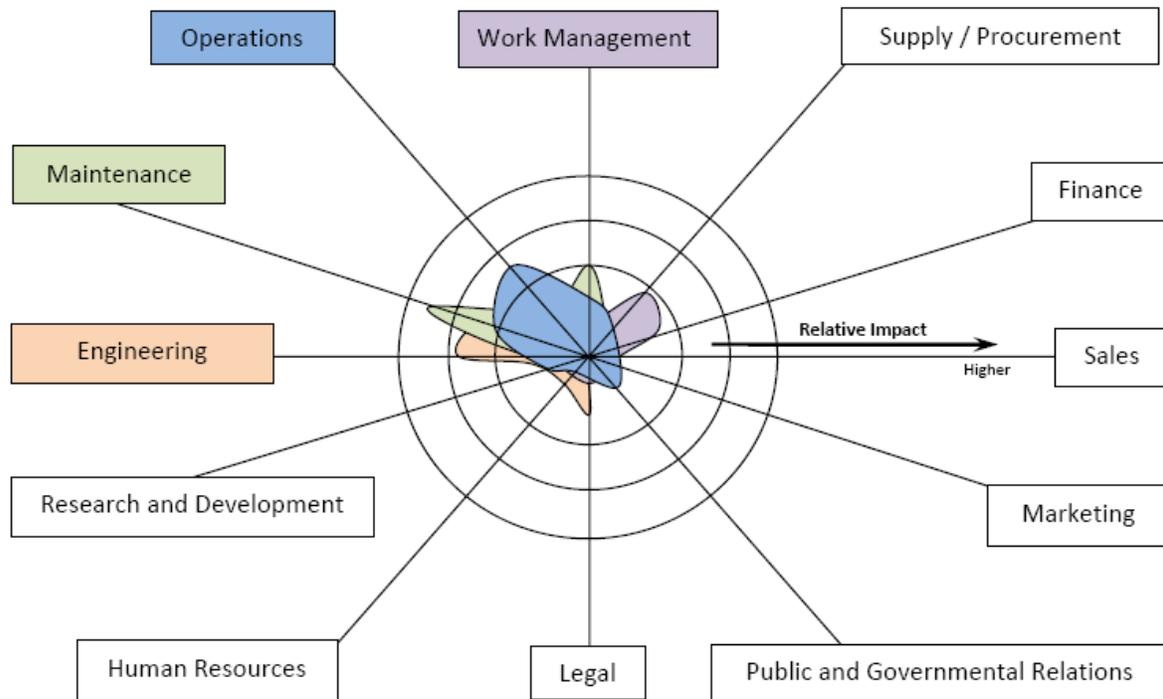
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Actual Opportunity or Problem Definition



The *Actual Opportunity or Problem Definition* model highlights the need for involvement, at differing levels, multidiscipline representatives from across the organization to fully understand and respond to opportunities and challenges facing the organization.

Multidiscipline Team Definition of the Opportunity or Problem



The *Multidiscipline Team Definition of the Opportunity or Problem* model reveals how combining diverse organizational knowledge and skills resources can expand the understanding of the many facets of an opportunity or challenge. Where experience overlaps, a deeper shared understanding will exist. It is important to ensure all members

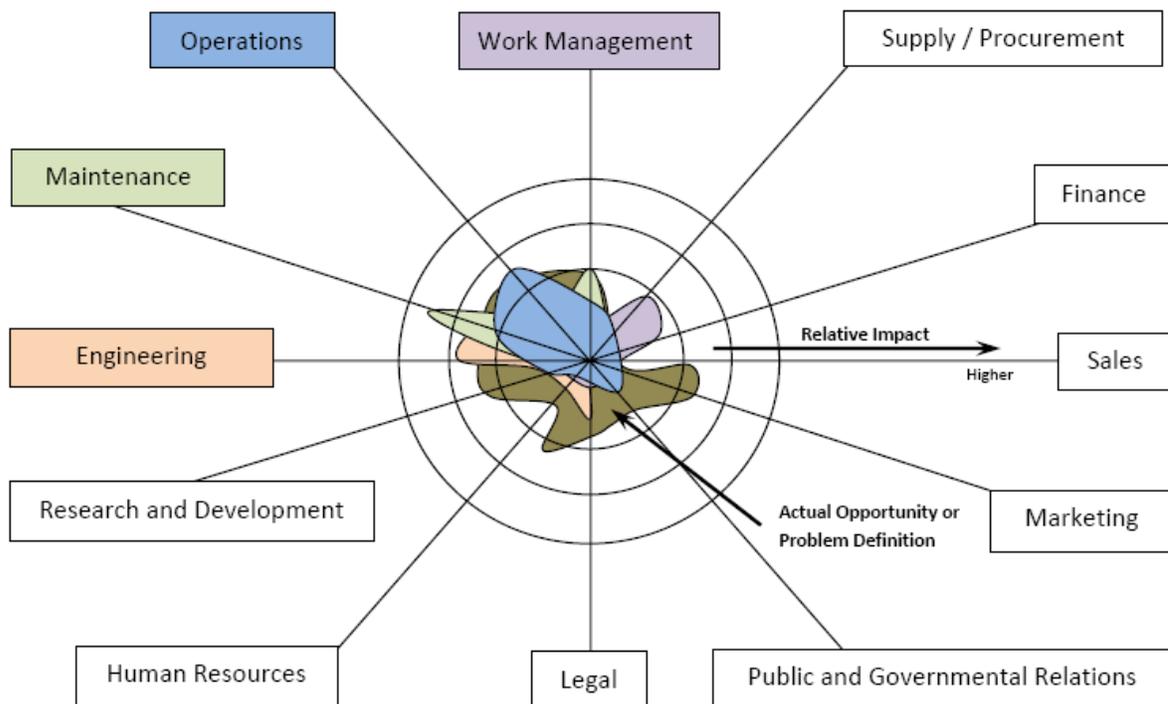
of the multidiscipline team participate in the decision-making process to ensure the full extent of the team's background is applied to the decision process.

The *Decision-Making Process versus Actual Opportunity or Problem Definition* model highlights the importance of applying all of the knowledge and skill resources needed to fully understand the opportunity or challenge facing the organization. As shown here, some aspects the opportunity or problem are not covered by the experience of the multidiscipline team dedicated to setting the organization's direction in response to the existing circumstances. Thus, it is likely that decisions made will not fully seize the opportunity's benefits or avert the challenge's adverse impacts.

Multidiscipline teams not having the experience needed to fully understand and address a situation often the results from one of two conditions:

- lack of discipline representation (as in the case of Research and Development, Human Resources, Sales, and Marketing in this example)
- lack of sufficient experience (as in the case of Work Management and Operations in this example)

Decision-Making Process versus Actual Opportunity or Problem Definition



The need to fully resource a decision-making team should be balanced with the desire to push decision-making down to the appropriate level within the organization. This is illustrated in cases where the team's experience level greatly exceeds that needed to understand and react to the opportunity or problem (as in the case of Maintenance in this example).

About the Author

Nathan A. Ives MBA, PMP

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Nathan A. Ives is a highly successful manager with over fourteen years of energy industry and consulting experience. During that time, he has served as a trusted advisor to senior managers at numerous Fortune 500 companies; helping them define organizational needs and develop and manage the complex, mission critical projects needed to improve operational effectiveness and lower costs. Mr. Ives is currently responsible for development and execution monitoring of a mid-size consulting firm's long-range and annual business plans, annual budget, and resource and project management programs.

Previously, Mr. Ives held the position of manager, strategy and operations at a big four consulting firm. During his tenure, he lead teams of experienced utility professionals at Fortune 500 and mid-sized, regional utilities in the design of integrated fleet asset management processes including strategic asset and resource planning, online and outage work management, engineering change and configuration management, document and records management, and corrective action programs. Prior to this role, Mr. Ives served as a trusted advisor to numerous Fortune 500 companies providing senior managers with actionable recommendations in the areas of organizational alignment, managerial decision-making, plant operations, and risk management.

Mr. Ives attended the United States Naval Academy in Annapolis, Maryland, earning a bachelor of science degree in physics. Later, he received a master of business administration degree from Kennesaw State University and was elected to membership in the Beta Gamma Sigma and Phi Kappa Phi honor societies.

Mr. Ives served on the Nuclear Energy Institute's New Nuclear Plant Executive Taskforce and the Graduate Student Advisory Board at Kennesaw State University's Coles College of Business. He is a member of the Project Management Institute and the American Management Association.

Mr. Ives received national recognition for business planning including the AT&T *Best Use of the Internet* award in 2003.

questions...

For questions regarding this topic, please contact Mr. Ives at:

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Got Feedback?

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