

StrategyDriven

Business Planning and Execution Series...

Decision- Making



*Opportunity
& Problem
Statement
Development*

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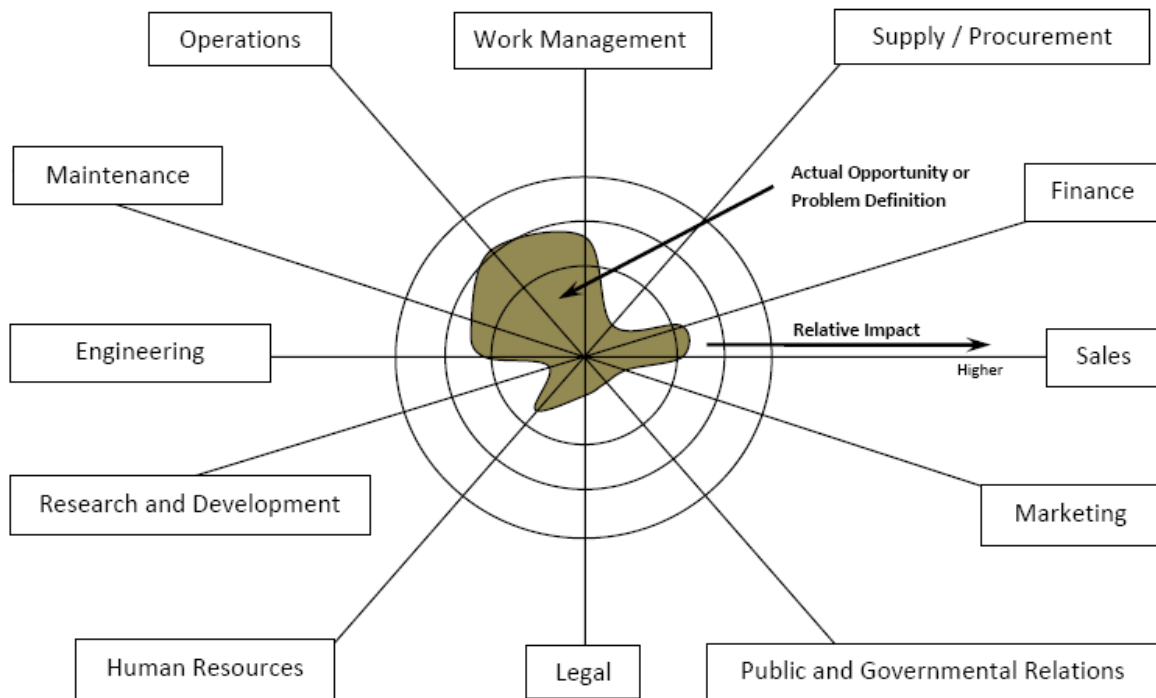
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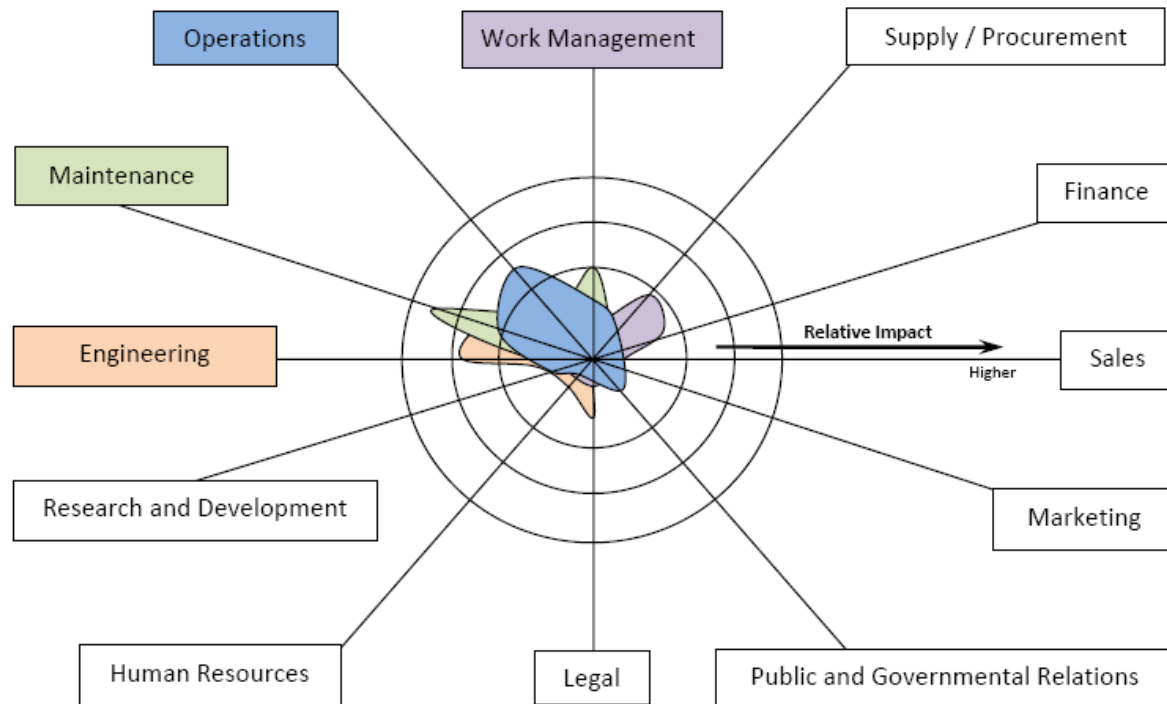
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Actual Opportunity or Problem Definition



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

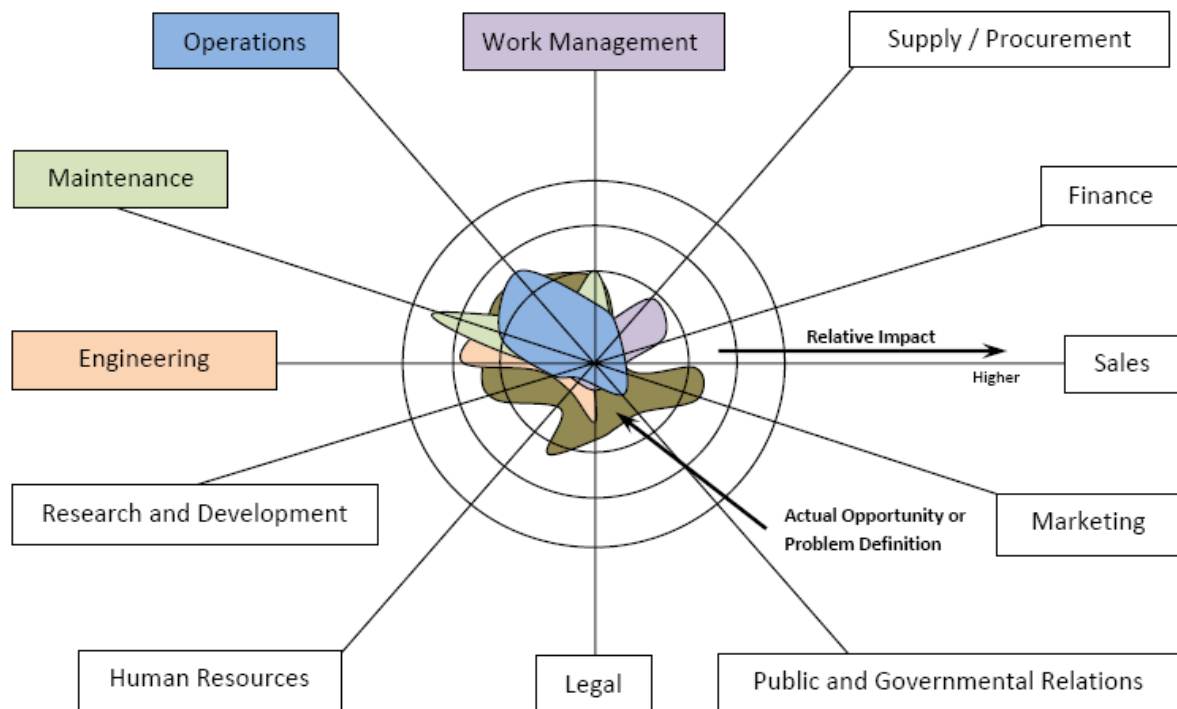
of the multidiscipline team participate in the decision-making process to ensure the full extent of the team's background is applied to the decision process.

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).

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Got Feedback?

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