
Using Decision Analysis to Choose a Specific Course of Action

Purpose

To apply the concepts of Decision Analysis to one of your situations that requires a choice.

Instructions

Take one of the priority situations that requires Decision Analysis. Select a decision you are in the process of making and which you are responsible for implementing. Write the concern below.

Use a Decision Analysis worksheet. If working in a group, use a method that keeps the analysis visible to everyone. Write the Decision Statement. Include a choice word, end result, and one or two modifiers. Then, describe the objectives to be accomplished; consider results to be created, resources to be saved or used, and restrictions to be complied with.

Classify mandatory, measurable, and realistic objectives as MUSTs. MUSTs are typically thought of as minimum requirements. Mandatory limits indicate a point where the benefit of an alternative becomes meaningless. For example, an otherwise superior computer system may be useless if it cannot access current data.

Ask:

- How will objectives be measured?
- Are objectives complete?
- Are any objectives duplicated?
- Are objectives stated as features of an alternative, rather than results?
- Should any MUSTs be reflected as WANTS?
- Do these objectives and this Decision Statement address our felt need for action?

List alternatives and performance data against the objectives. Refer to documents and information you may have.

Assess risks for the leading alternatives. Consider adverse consequences associated with each alternative.

Ask:

- What could go wrong with this choice?
- How can the risk be reduced?
- If you cannot complete the analysis now, identify what you will need to proceed to a final choice.

1. Plan how you will complete the analysis to get needed information.

2. Use the phone, E-mail, etc., to gather and confirm additional information.
