



Clarify	Purpose								Evaluato	Altornativ	/O.S.			
	Evaluate Alternatives Generate alternatives													
	decision	-li-d-												
What is the fundamental purpose of this choice? What specific choice or recommendation needs to be made?		clude ct…) • Result • 1-2 modifiers					Review D	Decision Statement		Iternatives are ava		s without debate		
								experts and research				ninking techniques		
									pprove or implement			ombine or design alternatives or consi	· · · · · · · · · · · · · · · · · · ·	
Develop objectives	:	Classify objectives	Screen alternatives			Use knowledge and			OR			pare alternatives against		
What short- and long-term benefits or results do we want? What resources should we use or save?	Establish measures for each objective (as measured	If the objective is Mandatory, Measurable, and Realistic,	Does this alternative meet ea Gather and record factua	,	?	Which alternative best satisfied Examine how each alternative	,		nhiective			ll does each alternative perform again supporting data, then for each objectiv		ijective?
What restrictions influence this choice?	by)	label it a MUST	Determine if Go or No Go			Mark the best performers			iojocuvo			d the best performing alternative and		10
What minimums or maximums must we meet?	Consider: Time, speed,	(Select 'MUST' from drop-	Eliminate any No Go alte	rnatives		Each WANT objective sho	uld have at least	one *			Sco	ore other alternatives (0-10) relative to	the best perform	mer
Which objectives need to be clarified?	monetary units, accepted norms, or other hard	down)				The alternative with the n	nost * is the best	performer			Mu	Itiply objective weights x scores	Add for total w	veighted scores
Consider how time, cost, customers, management, etc.,	numbers	Weigh the WANTs												
influence this choice Be clear and specific Use short statements	•	For the other objectives, what is the relative	= Indicate final choice	Tota	1 =	= Indicate final choice	Tot	tal =	= Indicate final choice	To	tal =	= Indicate final choice	То	otal =
De dear and specific 550 short statements	•	importance of each WANT?												
		(Most important WANT = 10;	Alternative 1	i		Alternative 2			Alternative 3	1		Alternative 4	ı	
Ohioatina		Others = 1-10, relative to the '10')		0	Weighted		0	Weighted		0	Weighted		0	Weighted
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Assess	s Risks		Asses	s Risks		Asses	s Risks		Asses	s Risks		Assess	Risks	
Identify adverse	e consequences			Probability	Seriousness		Probability	Seriousness		Probability	Seriousness		Probability	Seriousnes
Start with the highest scoring alternative	Imagine you have ii	implemented this alternative	lf			lf			lf			lf		_
14/1														
Wnat risks are associal What could go wrong, short and	ted with this alternative?	2	***************************************	••••••		***************************************	••••••		***************************************	***************************************		***************************************	***************************************	•
			then		:	then		:	then		:	then		:
What are the implications of being What information about this alternative m			_ <u> </u>		<u>i</u>	_ <u>i</u>		<u>i</u>	_ <u> </u>		<u> </u>	_ <u> </u>		
what information about this alternative in	igni be invaliu? What are the lin	іріісайонь?	If			lf			lf			lf		••
Use "If, then" format; e.g., If X hap	pens, then Y is the adverse con	sequence												
Identify adverse consequences for all alter	matives that are close to the her	et parformar												
	he threat	ы репонне	then		:	then			then		:	then		:
		urk anah II M ar I)	<u> </u>		<u>i</u>	<u> </u>		<u>i</u>	<u>ii</u>		<u>i</u>	<u> </u>		
How likely is each adverse consequence? (proba			If			If			lf	:		If		•;
What level of impact will this adverse consequence have? (seriousness—record the rationale; mark each H, M, or L)							İ			İ				.i
	ecision		then			then			then			then		
	e choice		then			then			then			then		
Are we willing to accept the risk(s		ice?	<u> </u>		<u>i</u>	<u> </u>		<u></u>	<u> </u>		<u></u>			
can we manage the risk	(s) to an acceptable level?		If	::		If:	::		lf	::		If:	:	1
	pick it		<u> </u>	i			i			i				.i
If no, repeat for the	next best alternative nicate the final choice		then			then			then			then		
	lement the chosen alternative											01011		
	l manage its risk(s)		ii		i	ii		i	ii			ii		1





Evaluate Alternatives

Generate alternatives

What different alternatives are available?

Review Decision Statement and objectives Consult experts and research many sources Ask stakeholders who will approve or implement

List alternatives without debate Use creative thinking techniques If necessary, combine or design alternatives or consider the status quo

Which alternative best satisfies each WANT objective? Examine how each alternative performs against each WANT objective Mark the best performers with an asterisk (*) Each WANT objective should have at least one * The alternative with the most * is the best performer

How well does each alternative perform against each WANT objective? Record supporting data, then for each objective: Find the best performing alternative and give it a score of 10 Score other alternatives (0-10) relative to the best performer Multiply objective weights x scores

= Indicate final choice	101	al =	= Indicate final choice	101	tal =	= Indicate final choice	Tota	
Alternative 5			Alternative 6			Alternative 7	_	
	Score	Weighted score		Score	Weighted score		Score	Weighted score
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1 Clarify Purpose

When to use Decision Analysis?

Do we need to make a choice? Are we unclear about which alternative is the best? Does it make a difference which alternative is chosen?

Do we need the consensus of a group of stakeholders to successfully

implement the choice?

Yes to any of the above = use Decision Analysis

State the decision

What is the fundamental purpose of this choice?

What specific choice or recommendation needs to be made?

Write a short statement that includes:

Choice word (decide, pick, select...); Result; 1 or 2 key modifiers The words you use will broaden or narrow the range of alternatives

Develop objectives

What short- and long-term benefits or results do we want?

What resources should we use or save? What restrictions influence this choice?

What minimums or maximums must we meet? Which objectives need to be clarified?

Consider how time, cost, customers, management, etc., influence this choice

Be clear and specific

Use short statements

Classify objectives into MUSTs and WANTs

Is this objective.

Mandatory? (required by key stakeholder, regulation, law, policy) Measurable? (has a specific limit or threshold)

Which MUST objectives should be reflected in the WANTs?

Establish measures for each objective (as measured by...)

Determine how the objective will be measured

Document the specific attributes that will indicate the objective has been met

Measures can be subjective

Involve stakeholders who will approve or implement

Consider things like time, speed, monetary units, accepted norms, the 'Should', etc.

If subjective, determine who will 'make the call'

What is the relative importance of each WANT?

Identify the most important WANT(s)

Give it (them) a weight of 10

Compare others to the 10(s)

Assign numbered weights

Weigh the WANTs

Realistic? (can be achieved)

Yes to all 3 = MUST—label (M) All others are WANTs

Confirm weights by comparing to the 10(s)

Evaluate Alternatives

Generate alternatives

What different alternatives are available?

Review Decision Statement and objectives Ask stakeholders who will approve or implement

Use creative thinking techniques

Consult experts and research many sources

List alternatives without debate

If necessary, combine or design alternatives or consider the status quo

Screen alternatives through the MUSTs

Does this alternative meet each MUST objective?

Gather and record factual data Determine if Go or No Go Fliminate any No Go alternatives

Use knowledge and experience

Which alternative best satisfies each WANT objective?

Examine how each alternative performs against each WANT objective

Mark the best performers with an asterisk (*)

Each WANT objective should have at least one *

The alternative with the most * is the best performer

Compare alternatives against the WANTs

How well does each alternative perform against each WANT objective?

First record factual, accurate supporting data about how well each alternative meets each objective

Then score, starting with the first objective:

Find the best performing alternative and give it a score of 10

Compare the performance of other alternatives and score (0-10) relative to the best

performer

Repeat scoring for all remaining objectives

Multiply objective weights x scores

Add for total weighted scores

3 Assess Risks

Identify adverse consequences

What risks are associated with this alternative?

What could go wrong, short and long term, with this alternative? What are the implications of being close to a MUST limit or threshold?

What information about this alternative might be invalid? What are the implications?

Start with the highest scoring alternative

Imagine you have implemented this alternative

Use "If..., then..." format; e.g., If X happens, then Y is the adverse consequence Identify adverse consequences for all alternatives that are close to the best performer

Assess the threat

How likely is each adverse consequence? (probability—record the rationale; mark each H, M, or L)

What level of impact will this adverse consequence have? (seriousness—record the rationale; mark each H, M, or L)

Make Decision

Make the choice

Are we willing to accept the risk(s) to gain the benefit of this choice? Can we manage the risk(s) to an acceptable level?

If no, repeat for the next best alternative

Record and communicate the final choice

Plan and take action to implement the chosen alternative

Plan how you will manage its risk(s)

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