



Making Business Decisions...
with People in Mind

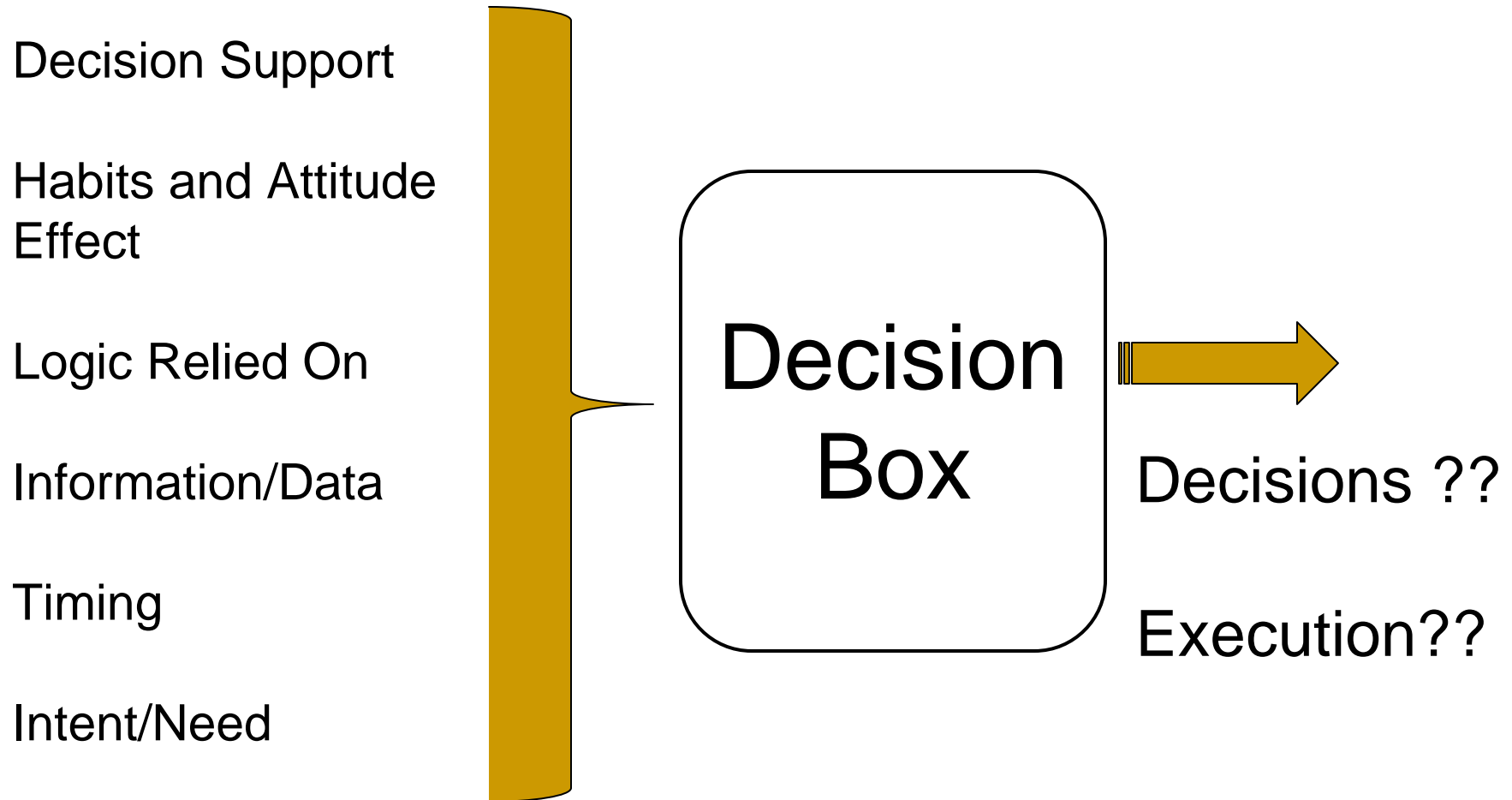
“Ultimately, a company’s value is just the sum of the decisions it makes and executes.” —

Blenko, M., Mankins, M., and Rogers, P.,
The Decision Driven Organization, Harvard Business Review, June 2010, 54-62



**"We've found the people responsible
for your bad decisions."**

What Does Making a Decision Look Like?



Framing the Decision-Making Process

- Which factors are most important?
 - Relationships between factors (intent/need, information/data, timing, cost)
 - Linear vs. non-linear relationships
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Framing the Decision-Making Process

- Our own habits and attitude
 - Decision complexity – How should we approach a solution?
 - What is the “Value Proposition?”
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**"Our task, then, is to decide
how to decide how to decide."**

Decision Complexity – A Framework

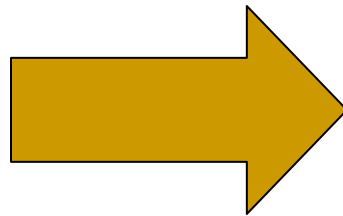
Complexity	Response
Simple – clear cause & effect - linear	Sense, CATEGORIZE , respond
Complicated – cause & effect not obvious – non-linear	Sense, ANALYZE , respond
Complex – emergent patterns, unpredictable; cause and effect not obvious – non-linear	Sense, PROBE , respond
Chaotic – many decisions to make at once, no clear cause and effect	ACT , sense, respond

Snowden, D., and Boone, M., A Leader's Framework for Decision Making, *Harvard Business Review*, November 2007, 69-76.

Value Proposition

Supply Side

- Products
- Price
- Placement
- Promotion



Consumer Side

- Consumer (Resident) Wants/Needs
 - Cost to satisfy (Value)
 - Convenience to buy
 - Communication
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Value Proposition

- Our offer and promise to deliver
 - Quantifiable benefits
 - Resident expectations
 - Industry expectations
 - Benefits review and analysis
 - **Ultimate value of the decision**
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Final Thoughts

- On research
 - On the results or findings
 - The Collage Program is a value-added tool in our tool box for making informed decisions about, for, and with our residents – keep up the good work!
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