THE DECISION GAME
Great Decisions ➞ Right Actions ➞ Results You Want

Become the leader who resolves critical issues and achieves optimal results.

› Leaders who master The Decision Game achieve and sustain organizational success.
› Leaders who make poor decisions while resolving critical issues can create staggering losses.
› Fewer than 10% of leaders are top performers proficient in resolving critical issues.

Now you and your team can
JOIN THE TOP 10%
Resolving Problems and Critical Issues Requires:

**AWARENESS**: Knowledge or (perception) of a situation or problem.

**Level 1 – Contracted Awareness**
This is the level of problems, obstacles, and struggle. Answers are limited. Fear contributes to a sense of confusion and conflict. Efforts to reach a solution meet with frustration. You keep doing more of what didn’t work in the first place.

What is the current level of awareness of your organization?
AWARENESS: Knowledge or (perception) of a situation or problem.

Level 2 – Expanded Awareness
This is the level where solutions begin to appear. There is less struggle. Obstacles are easier to overcome. Your vision extends beyond the conflict, giving you more clarity. You move forward according to what you perceive to be your organization’s goals and strategies.

Ideally we want your organization at Level 2
Clarity of Context

Which is defined as being clear about all the elements of an event, idea, or problem. So it can be fully understood, assessed, and resolved.
“Without Clarity of Context, no decision made can be optimal, except by chance.”
Optimal

“The ‘best or most favorable’—given the current context”
The 5 Elements of Context

**Element 1** → What don’t we know?

**Element 2** → Orient Objective Evidence

**Element 3** → Facts & Scientific Evidence

**Element 4** → Consider the Impact of Constraints

**Element 5** → Awareness of Perceptions
What don’t we know?

**ELEMENT I**

- **Who** are we talking about? - Members
- **What** did we discover? - 20% Membership drop last 6 months, at membership renewal & 20% Members not satisfied with current programs
- **When** did we discover? - At membership renewal 3 weeks ago
- **Why** is this happening? Unknown
- **How** is this happening? Unknown
- **Where** is this happening? In programs given in the last year
- **Which** programs caused the dissatisfaction? Unknown
ELEMENT II

*Not-for-profit organizations tend to have more optimal results the closer they match the following three areas.*

**PURPOSE:** We Deliver more than we promise. Our staff of employees or volunteers is engaged, competent, unburdened and trained.

**LEADERSHIP:** Our Executive Director and Board of Directors are engaged, competent, unburdened and aware.

**FUNDING:** We have steady sources of revenue that exceed internal and external operational market requirements.

*Dissimilar organizations tend to be plagued with problems and critical issues.*
Facts and Scientific Evidence

- Facts and Scientific Evidence – which brings us information and data that is indisputably the case and the truth about events as opposed to interpretation. The speed of light is 186,000 miles per second.
Consider Impact of Constraints

What are our constraints to making an optimal decision about this issue?

a. Time
b. Resources
c. Knowledge & Experience

NOTE: Typically all three are limited.
The best and most favorable decisions in resolving critical issues comes from a team of people that are aware of their own and each others:

- **Biases**
- **Talents**
- Unique way of regarding, understanding, or interpreting something

Awareness of these aspects of each of us can help avoid “contamination” of the decision making process.
Critical Issue vs. Problem
Decision Tree

Something's wrong

- What is the nature of the situation?
  - The situation is obvious and not complex
  - The situation is complex and not obvious

CRITICAL ISSUE

- How serious is the situation?
  - NOT threatening the corporate goals
  - Threatening the corporate goals

- Who has the authority, responsibility, and resources required to resolve the situation?
  - A manager
  - An executive

- What should that person do?
  - Make a decision about resolving the problem
  - Form a project team
  - Form and lead a project team
Wile E. Coyote's Gravity Lessons
When I Hate This Happens
Problem Solving Resolution Process—Forensic Wheel of Fortune
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Problem Solving Resolution Process – Forensic Wheel of Fortune

- Clarity of Context
- Consensus
- Measured Change
- Disciplined Plan
- Analysis

Problem Resolution Process©
The 5 Elements of Context

**Element 1** → What don’t we know?

**Element 2** → Orient Objective Evidence

**Element 3** → Facts & Scientific Evidence

**Element 4** → Consider the Impact of Constraints

**Element 5** → Awareness of Perceptions
What don’t we know?

ELEMENT I

Who are we talking about? - Members

What did we discover? - 20% Membership drop last 6 months, at membership renewal & 20% Members not satisfied with current programs

When did we discover? - At membership renewal 3 weeks ago

Why is this happening? - Unknown

How is this happening? - Unknown

Where is this happening? - In programs given in the last year

Which programs caused the dissatisfaction? - Unknown
For want of the nail the shoe was lost.
For want of the shoe the horse was lost.
For want of the horse the rider was lost.
For want of the rider the message was lost.
For want of the message the battle was lost.
For want of the battle... and all from the want of a nail...
I FOUND THE ROOT CAUSE OF OUR PROBLEMS.

IT'S PEOPLE.

THEY'RE BUGGY.

DID YOU BRING A PEN?
ELEMENT II

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Facts and Scientific Evidence

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Consider Impact of Constrains

ELEMENT IV

What are our constraints to making an optimal decision about this issue?

a. Time
b. Resources
c. Knowledge & Experience

NOTE: Typically all three are limited.
The best and most favorable decisions in resolving critical issues comes from a team of people that are aware of their own and each others:

- **Biases** The “knowing” bias
- **Talents**
- Unique way of **regarding**, **understanding**, or **interpreting** something

Awareness of these aspects of each of us can help avoid “contamination” of the decision making process.
Problem Solving Resolution Process—Forensic Wheel of Fortune
Meeting Agenda & Notes

Meeting Name: Decisions For Success
Location: WAGG Conference Room
Date: May 14, 2018
Time: 4:00
Chair: Bob Hanson
Scribe: Larry Tennett

Invited: Margaret Johansson, Carol Baker, Ted Organ, Sheila Cooper, Bert Holeton,
Attended: Bob, Larry, Margaret, Carol, Ted, Sheila, Bert

Objective
Determine the critical issues preventing the success of WAGG

Agenda
Utilize Elements of Context to identify problems and critical issues and prioritize the approach to resolution

Notes From
Critical Issues were identified and prioritized. The Problem Resolutions Process was the project format for each separate Critical Issue

Outstanding Action Items

<table>
<thead>
<tr>
<th>Item</th>
<th>Action Required</th>
<th>By Whom</th>
<th>Date</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Worn out Board Members</td>
<td>Recruit, replace &amp; Expand the Board</td>
<td>BH</td>
<td>5-14</td>
<td>9-14</td>
</tr>
<tr>
<td>Hire External Events Coordinator</td>
<td>Interview, Due Diligence, determine optimal candidate</td>
<td>MJ</td>
<td>5-14</td>
<td>6-14</td>
</tr>
<tr>
<td>Enhance Funding</td>
<td>Strategic plan to expand sources of funding and other needed resources</td>
<td>LT</td>
<td>5-14</td>
<td>6-14</td>
</tr>
</tbody>
</table>
Problem Solving Resolution Process—Forensic Wheel of Fortune

Problem Resolution Process©
1 Year Later

Leadership

- 8 board members – 6 new – 2 original – 11 to be filled because of by-law adjustment.
- Succession of Plan for Board leadership matches the by-laws.
- Board member not burned out by creating and putting on events and programs, but focusing on membership needs, staff support, board expansion and fund raising.
1 Year Later

Purpose

- Full-time Executive Director hired.
- Part-time Program Director has revamped programs and events based on Member input. Real time system of feedback as to the quality and relevance of the programs is in place to track results and make adjustments.
1 Year Later

**Funding**

- New sponsors to support programs and the WAGG organization have been found – Board working in conjunction with the Executive Director has secured operating funds for the next two years.
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