

Making the hard decisions webinar
Question and Answers
Tuesday 16 June 2020

Questions	Answers
Can you please recommend ways to deal with decision makers who refuse to engage and create a roadblock to progress?	There's usually a reason for their lack of engagement - either they don't value the process enough to engage (i.e. they're either ignoring it or aren't prioritising it) or they think the outcome of the decision making will go against them so they're trying to devalidate it. Whatever the reason it becomes a stakeholder management problem -and it's a conversation with the SKH about what's stopping them engaging.
How do you recommend handing decisions when the benefits are dominated by clear and understood benefits that are difficult to put a number on it?	1) Place a qualitative scale on the benefit. 2) Ensure a priority between the different benefits are understood (which will help you prioritise between the options - which is ultimately the point). The best way to do 2 is to make the senior SKH choose between pairs of benefits (do you prefer benefit A or benefit B? do you prefer benefit B or benefit C? do you prefer benefit C or benefit A?) which allows you to weight the individual benefits against each other.
How do you think bias in decision making to individual bias to certain outcome, can be reduced or eliminated?	Unfortunately it can't be eliminated - but it can be reduce via education. Thinking fast and slow by Danny Kahneman is a great introduction.
I quite often encounter the issue that the data/info or impact is not available yet, and then being pushed for a decision, as it impact gets worse. Do you have any advice when the data may not be fully available but a decision needs to be made?	I'd recommend being very clear about what the decision is, what you know and be explicitly clear about what isn't know (writing it down). That will help clarify the position and allow you to balance it against the organisation's risk appetite.
I've worked with some decision makers who have very dominant personalities and a biased view. This has always been the biggest challenge that I've faced going into those types of meetings. Any advice?	Have the conversation with them about how their domination prevents free conversation. You'd be surprised how often those individuals don't realise the impact of their behaviour (as they haven't got that sort of psychological make-up). They will tend to adapt their behaviour - at least for a short time!