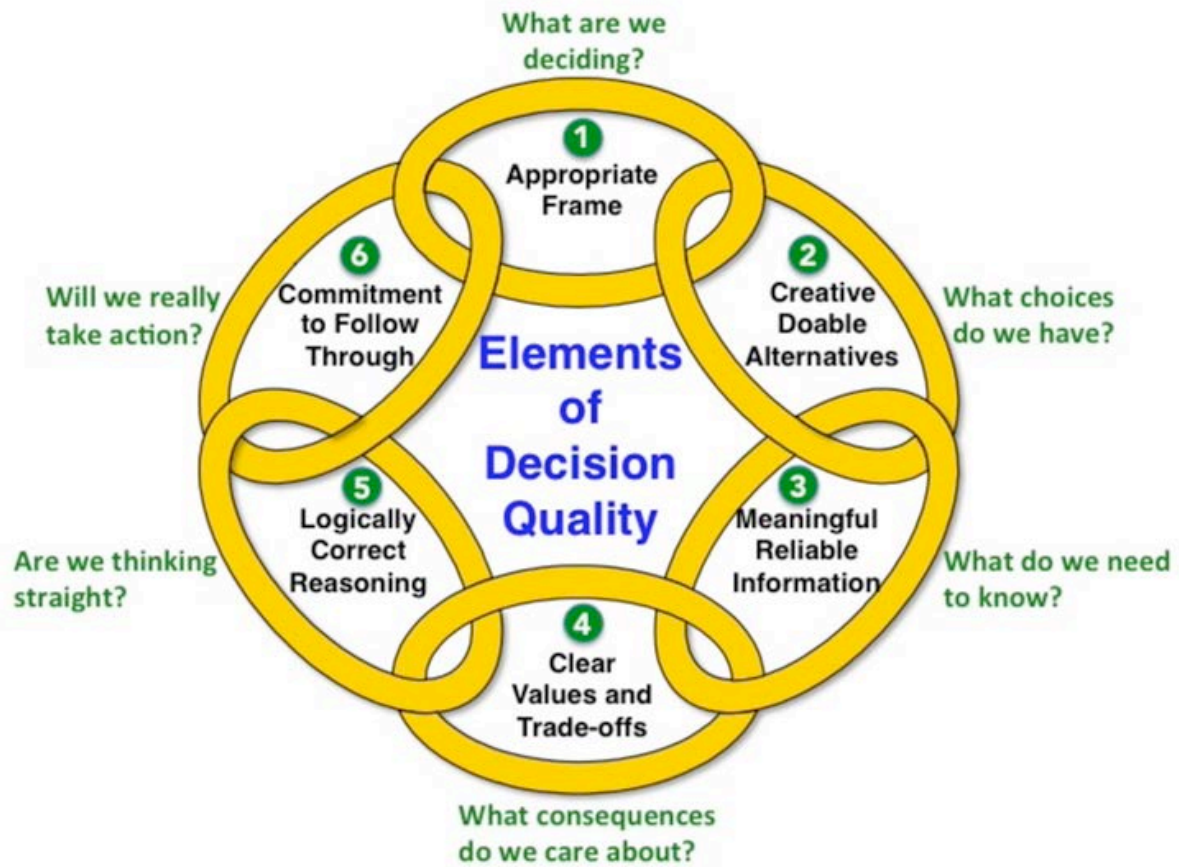


# DECISION MAKING PROCESS



Source: Stanford University Decisions and Ethics Center

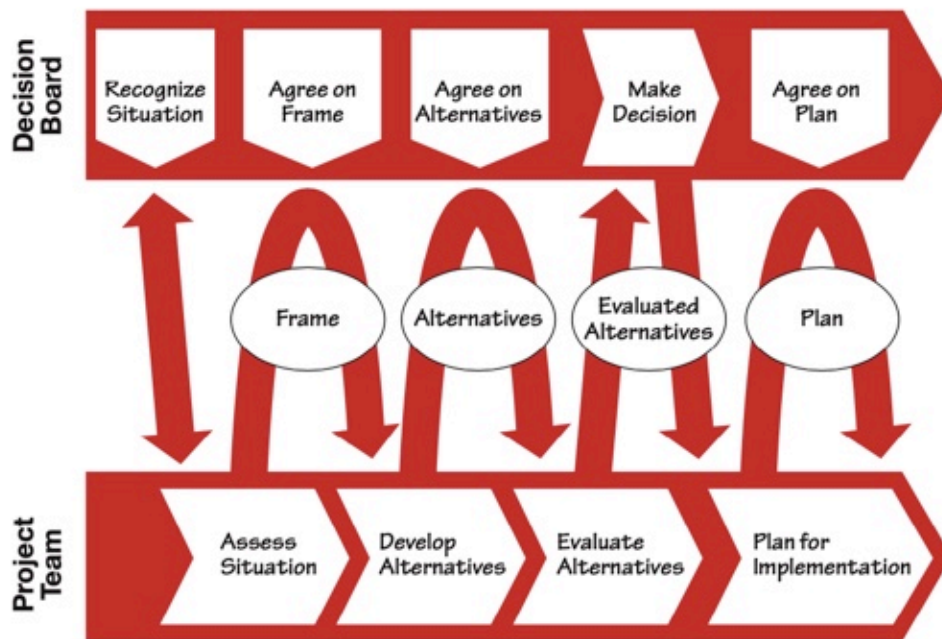
## References:

“Decision Quality: Value Creation from Better Business Decisions” 2016 Strategic Decisions Group International LLC

<https://sdg.com/thought-leadership/decision-quality-defined/>

# DECISION MAKING PROCESS

## Dialogue Decision Process



The Dialogue Decision Process guides decision makers to a quality decision through dialogue with a project team, creating alignment and commitment to the highest value choice along the way. The DDP is designed to avoid biases and to satisfy the requirements for DQ.



# DECISION MAKING PROCESS

Key concepts:

- Decision Quality (DQ) is a decision theory approach that provides the guidelines for rational thought for people to get the most of what they truly want in the face of uncertainty.
- Complex decisions (multiple decision makers, uncertainties, risks and factors that affect value) require a more deliberate decision analysis and engagement process.
- Human biases and habits can affect decision quality. Common examples are to neglect uncertainty, oversimplify, jump to conclusions, rely on advocacy, fail to consider alternatives, confuse agreement with a quality decision, fail to be systematic and act impatiently.
- DQ methodology takes a structured approach to help overcome these biases and habits and to help multiple decision makers work together to find the best solution to a complex issue.

The six basic requirements for a quality decision:

1. Frame – Agreement on frame is critical when more than one person is involved. What is the problem to be solved? What are we hoping to achieve? Why is this important? When do we need an answer?
2. Alternatives - Alternatives frame the range of what can be done. Decision can't be better than the best alternative.
3. Relevant and Reliable Information - Anything important that we know, would like to know or should know about the outcomes of the decision. Trustworthy, unbiased authoritative sources. Bring in Subject Matter Experts where needed during the process.
4. Values / Trade-offs - Quality decisions require clarity about the values (decision criteria) against which to measure alternatives and recognition of the trade-offs between choices.
5. Reasoning – Systematic thinking tools to help sort out uncertainties and make the best trade-offs. One example is a simple criteria ranking matrix. Other tools include tornado diagrams, decision trees, influence diagrams. The matrix is the most likely tool for this situation, but we will bring in other tools if needed.
6. Commitment – The Decision Dialogue Process diagram is a good illustration of how a typical decision process works when there are multiple decision parties and for complex decisions. This workflow minimizes wasted effort and rework.

# DECISION MAKING PROCESS

## Simple Ranking Matrix

<i>Alternative</i>	<i>Criteria 1</i>	<i>Criteria 2</i>	<i>Criteria 3</i>	<i>Criteria 4</i>	<i>Avg Score</i>
<b>A</b>	<i>1</i>	<i>3</i>	<i>2</i>	<i>2</i>	<i>2</i>
<b>B</b>	<i>2</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1.1</i>
<b>C</b>	<i>3</i>	<i>2</i>	<i>4</i>	<i>3</i>	<i>3</i>
<b>D</b>	<i>4</i>	<i>4</i>	<i>3</i>	<i>4</i>	<i>3.75</i>

Simplest ranking process force ranks each alternative (A,B,C,D) for each Criteria. The best alternative is the one that scores closest to 1.

There are more complex ranking matrices that use a weighted averaging process.

## DECISION FRAME OUTLINE

- PROBLEM STATEMENT(S) (what are we trying to solve)
- DECISION TARGET DATES
- DESIRED OUTCOMES (what are the goals for solving the problem)
- REQUIREMENTS (that all options must meet)
- OPTIONS
- RANKING CRITERIA (to prioritize and choose between viable options)
- CONSTRAINTS (issues that limit range of options)
- QUESTIONS (additional information needed)

## DECISION FRAME

### DRAFT 081721

*The objective of this document is to provide a common frame of reference for the Mayor's homelessness team and the Anchorage Assembly to improve decision making for interim and long term emergency shelter needs.*

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This Decision Framing document addresses shelter elements (including mass care and navigation services) of the continuum of care for adults experiencing homelessness in Anchorage in full recognition that solving homelessness requires a full system continuum of care. The shared goal of the parties to the decision-making process is that homelessness in Anchorage be a rare, brief and one-time experience.

#### Problem statement(s)

1. What is the best alternative for mass care of adults\* experiencing homelessness for the 2021/2022 winter season?
2. What are the best long-term interventions to address shelter and navigation services gaps in the current continuum of care for adults\* experiencing homelessness in Anchorage?

\* This decision does not address/impact existing shelter plans for youth, teens, families

#### Decision Target Dates for the Negotiating Team

- 8/30 Decision on 2021/2022 winter shelter plan (to support a resolution at the 9/14 Assembly Meeting)
- 9/15 Decision on the longer term shelter /navigation strategy (to support 10/1 budget submittal)