



The Foundations of Decision Point Methodology: Structure the Decision

Invested leaders desperately desire a decision making framework that illustrates opportunities, reduces uncertainty, and reveals the best path forward when these critical decision points occur. A framework that will prove valuable time and time again. A framework that is both human focused and outcome oriented. One that arcuately demonstrates the care and concern for all those that they serve.

Effective practice of **Decision Point Methodology** takes advantage of thousands of years of lessons learned with respect to operating victoriously in combative and uncertain environments through: (1) Analysis, (2) Design and Engineering, and (3) Implementation.

The critical first step in application of Decision Point Analysis is **Structure the Decision**. Invested leaders have effectively structured critical decisions when the following principles are met:

1. Identify the Desired Endstate of the Decision
It is well known that it is effective to 'begin with the end in mind' when casting a vision for an organization. Invested leaders take advantage of this same concept when faced with critical decisions through identification of a clear, concise, and understandable statement of desired result. One complete enough to account for all key stakeholders and clear enough to be communicated by all within the organization.
2. Backwards Plan from the Desired Endstate
Once leaders established a clear picture of 'complete victory', work backwards to identify those key elements, functions, activities, and/or processes that are needed to achieve that result.
3. Understand the Environment (See the Terrain)
Once the functions of the decision are identified, invested leaders identify and evaluate internal and external connections, interactions, and controls that 'govern' and impact how to produce the desired result. A common mistake here is to identify alternatives that will execute the primary functions of the decision. However, seasoned leaders understand that identifying alternatives too early within the decision point analysis will 'blind' them to options that will illuminate themselves once the entire Decision Point Methodology is complete.
4. Identify the Decision Boundary (See the Enemy)
The effective identification of those factors that will impact the critical decision will lead to the identification of threats/adversaries and risks, both internal and external to the organization. By identifying limits of the organization with respect to action, the leader can scope the decision appropriately and increase the likelihood of achieving the desired result.



5. Identify Feedback

The identification of critical internal and external feedback reveals those key measures of performance and measures of effectiveness to collect, monitor, and assess throughout the lifecycle of the decision. Those identifiers on the battlefield to assess if the organization is on the path to complete victory.

6. Identify Capabilities (See Yourself)

Leaders must have an awareness of the key capabilities of the organization available to achieve the desired result of the decision. In a similar fashion, an effective leader will also identify those external resources available that may be better suited to provide aid in accomplishing mission objectives.

Invested Leaders who effectively practice Decision Point Methodology, first by structuring the decision using Decision Point Analysis, are well positioned to deliver sound, quality decisions at critical points. Decisions that simultaneously demonstrate their desire to achieve meaningful results and represent the love that they have for their organization and the men and women on the forward line.

Next Steps

Once a leader has effectively structured the decision, the next step within Decision Point Analysis is Define the Decision. Only then will high stakes leaders have the necessary context to conduct (2) **Decision Point Design and Engineering** in an effort to illuminate multiple alternatives with ability to achieve the desired result.

WE ARE MICHAEL RAINEY AND ASSOCIATES. OUR APPROACH TO PLANNING AND DECISION MAKING REVEALS OPERATIONAL CONTEXT YOU'VE BEEN BLIND TO, REDUCES THE UNCERTAINTIES ASSOCIATED WITH A COMBATIVE ENVIRONMENT AND ENSURES YOU WILL RECEIVE BETTER IDEAS THROUGHOUT ALL ECHELONS AND ITERATIONS.