

THE P⁵ DECISION FRAMEWORK

A COMPANION WORKSHEET TO *HARD DECISIONS MADE EASY* BY PAUL GORDON

THE PROBLEM
What is the core challenge or problem you are facing?



THE DECISION
What decision, if executed successfully, would address the challenge? People? Money? Time? Ideas? Strategies? Partners? Start/ Stop?

AGREEMENT REQUIRED AT EACH PHASE

APPLY THE FOUR PRINCIPLES CONSISTENTLY ACROSS FIVE PHASES

NB: this is a generic outline to illustrate the the P5, it has not been tailored to your specific problem or complex decision

P¹ PLAN

The who, what, when and how of the decision process. What context is relevant, which stakeholders will participate and how? What other decisions does this impact? Critical timing/ milestones? What is the decision 'model'? Governance arrangements? Who will run the decision process? Design of P2 to P5.

Note P1 continues across the remaining phases and throughout the decision process.

P⁵ PRESENT

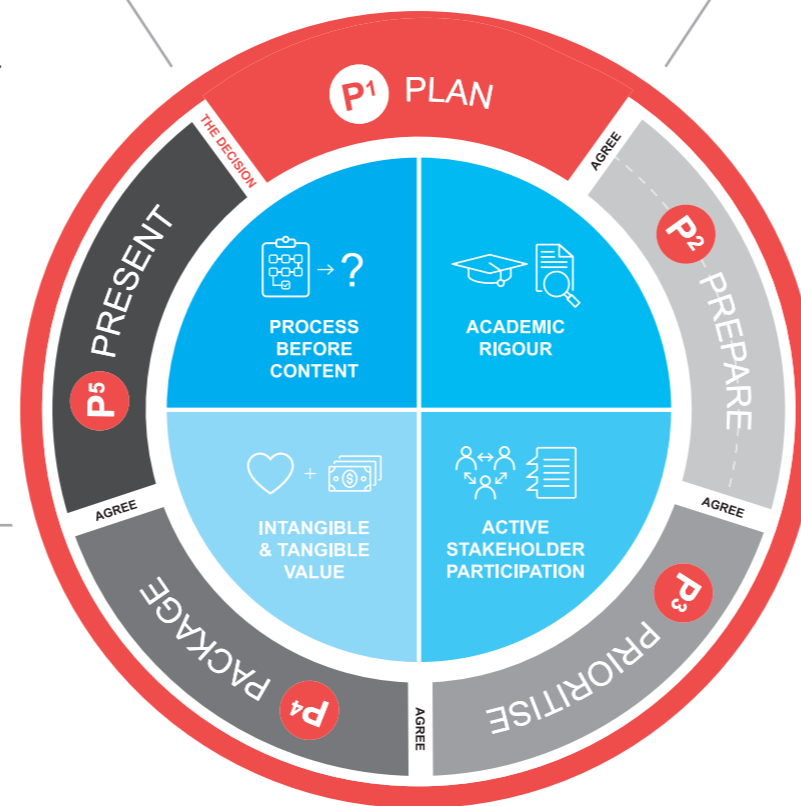
What does the submission need to look like? (MINSUB, CABSUB, Board paper, business case etc?). What are the recommendations? What data? (from decision process and wider) What visuals? (to support intent)
Include decision trail
Create submission

AGREED? ■ SUBMISSION

P⁴ PACKAGE

What are the constraints? (different from criteria) What are our future scenarios? Any other 'business rules'?
Develop portfolio options: Apply constraint. Test for dependencies, practicality, duplication etc. Make trade-offs. Finalise.

AGREED? ■ PORTFOLIO(S)



↓ AGREED? ■ THE PLAN

PREPARE P²

ALTERNATIVES
Develop options: consistent basis, requisite data
Considerations include:
How might we solve the problem? Generate ideas - think widely, 'more' rather than 'fewer'. What data do we need? (Costs, resources, timing etc). Think of P5. Shape alternatives - exclusive? Cumulative? Savings? Structure alternatives - group by dept/ division?

AGREED? ■ OPTIONS

VALUE
Develop criteria: strategic, complete, non-redundant, preference-independent, understandable, concise (a handful)
Considerations include:
What do we/ stakeholder value? What does 'good' look like? What makes one alternative more attractive than another? ALL aspects of value - tangible & intangible. Consider strategic objectives. Benefits/ Risks/ Costs

↓ AGREED? ■ CRITERIA

PRIORITISE P³

What methodology? (MCDA) Which social process? (Decision Conferencing) How is the process structured? (junior then senior discussions? By grouping? Etc).
Prioritise: Evaluate (score) options against criteria (value) - in groupings? Combine groupings? Weight criteria. Create order of priority (OOP) - review. Sensitivity test. Finalise OOP.

← AGREED? ■ ORDER OF PRIORITY



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ORGANISATION / DIVISION / DEPARTMENT:

NAME: DATE:

THE PROBLEM

THE DECISION

AGREEMENT REQUIRED AT EACH PHASE

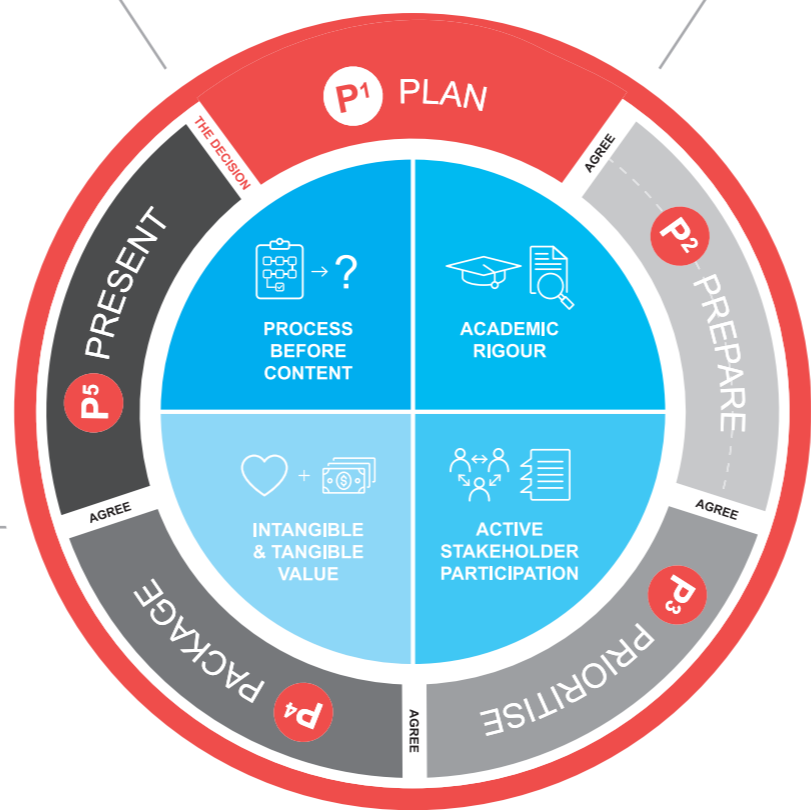
P1 PLAN

P5 PRESENT

PREPARE **P2**

P4 PACKAGE

PRIORITISE **P3**



↓ **AGREED?** THE PLAN

AGREED? SUBMISSION

AGREED? CRITERIA

↓ **AGREED?** OPTIONS

↑ **AGREED?** PORTFOLIO(S)

← **AGREED?** ORDER OF PRIORITY