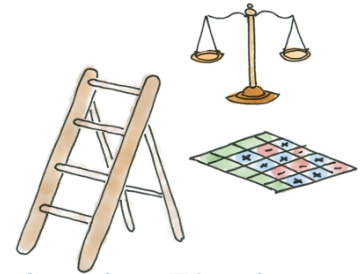


Roadmap To Smart Decisions



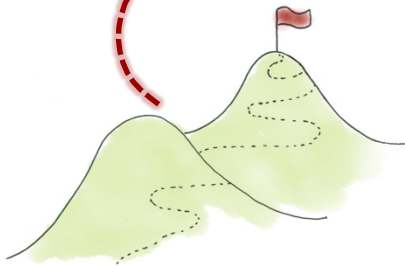
2. Criteria Clarification

Determine What Matters



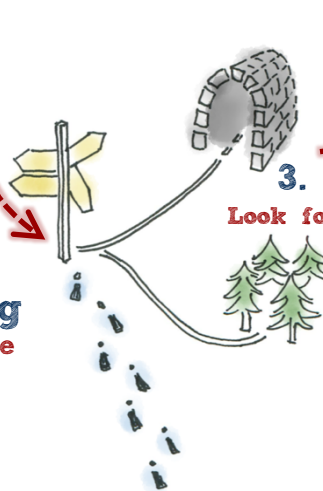
4. Evaluating Options

Find The Winner



1. Problem Structuring

Get the Right Perspective



3. Exploring Options

Look for More and Better Solutions

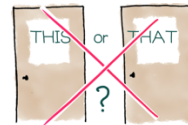
Start Here

Step by Step

① Ask an open question

◆ Not: "Should I do this or that?", but:

- ▶ "What should I ..."?
- ▶ "How should we ...?"



Too Limiting!

② Start with criteria

- ▶ Develop a *complete set* of criteria: what are goals and values for this decision?
- ▶ Get acceptance for the set as a whole, even if some criteria matter only for some people

③ Search for (more!) options on that base

- ▶ Encourage ideas that fulfill only some criteria at first
- ▶ Then look to combine the strengths of several options

④ Evaluate options along the criteria

- ▶ Use decision tables (matrix format) to:
 - ◆ Collect information
 - ◆ Weight your criteria, evaluate options
 - ◆ Test how robust your winner is
- ▶ Look again for even better combinations

	Criterion 1	Criterion 2	Criterion ...
Option 1			
Option 2			
Option ...			