

Informed decision making

Definition

Makes effective and timely decisions in well informed ways, using available data and sources of information, considering different possible scenarios and balancing and integrating multiple perspectives. Assumes responsibility once a decision has been made and adjusts decision if needed when new information arises.

#Datadriven #Informed #Inclusive

Mindset

WE NEED LESS OF THIS	WE NEED MORE OF THIS
“I am well known for using my intuition and experience to make quick decisions, it takes too long to consult everyone or the data, I know what I’m doing.”	“Before making decisions, I seek out all the information available to me, incorporate all the data, and integrate others’ views to come to a better conclusion.”
“When I make a decision and it is incorrect, it is because I did not receive all the information needed in a timely manner.”	“I take full responsibility when I or my team make decisions or take actions, even when incorrect. I am able to explain clearly why the decision was made.”
“Once a decision is made, I rarely look at new information and data. It is not important and does not affect the outcome of the decision.”	“As new information is presented, I am able to pivot and adjust my decision and actions as needed, and I can clearly articulate to my team why those changes were made.”

Informed decision making

Behavior anchors

1. Emerging

- Makes decisions in a timely manner in stable and predictable contexts and takes responsibility for actions taken and outcomes.
- Consults and seeks necessary information and available data on which to base decisions.
- Considers consequences and risks, legislation, policies and procedures, best practices, and market trends when making a decision.
- Gains stakeholder alignment on decisions and plans for execution.

2. Evolving

- Makes decisions taking into consideration various data sources, various information sources, and different perspectives while ensuring progress.
- Makes decisions in a timely manner, even under tight deadlines and under challenging situations.
- Balances decisions based on potential outcomes, by weighing pros and cons as well as taking into consideration risks and benefits.
- Assumes responsibility for the outcomes of the decisions made.
- Acts promptly and with determination when a situation requires a quick decision and adjusts the decision(s) when faced with changes or new information.

3. Influencing

- Is decisive in making difficult decisions with significant business impact under time pressure and taking into account VUCA (volatility, uncertainty, complexity and ambiguity) conditions.
- Actively makes and implements strategic decisions based on the organization's vision, strategy, organizational environment, values and sound business arguments, considering both short- and long-term effects.
- Makes use of data, data modelling, simulations, and scenario thinking to make informed decisions, paying attention to actions to mitigate risks.
- Actively challenges own and others' decisions and subsequently adjusts decisions when new information or changing circumstances rise, assuming responsibility for adverse outcomes without 'ifs' and 'buts'.
- Takes ownership for decisions made, even under a crisis or when decisions are unpopular; ensures follow through and execution.

4. Transforming

- Makes decisions with high business impact in a timely, fast (if needed), highly-informed, balanced and inclusive way, while taking into account VUCA conditions.
- Makes use of multiple criteria during the decision-making process, such as lessons learned, experience, differing needs, the impact of decisions on others, efficiency, feasibility, organizational environment, compliance, modelling data, running simulations, scenario thinking, pros and cons, facts, and implications on the future of the business.
- Encourages and supports others to look for different perspectives and take these into account to enrich decision making.
- Empowers others to make decisions and take calculated risks and accepts that wrong decisions might happen, focusing more on the learnings.
- Courageously makes bold decisions and takes calculated risks based on the range of information and multiple perspectives available.

OWN TRANSFORMATION

Informed decision making

How it helps



Me

By using data and taking others' opinions into account when making a decision, it allows me gain alignment with stakeholders and gives me a different perspective, while we move things forward collectively.



My Team

By inviting my team to contribute to a decision, they feel included and empowered to make a difference.



Konica Minolta

By creating an environment where people are involved in decision making and empowered to make decisions on their own, we create a more inclusive and agile organization.