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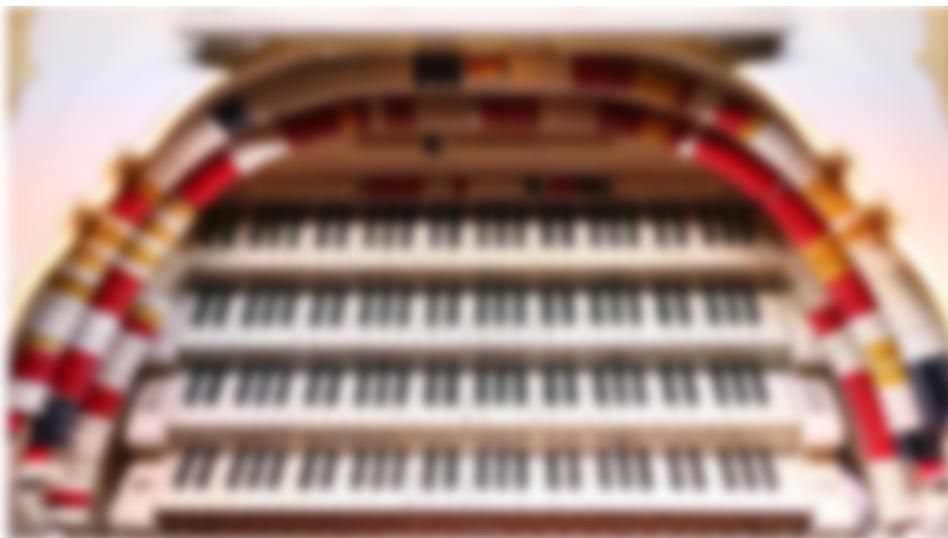


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Decisions can be made in business. Every decision, every meeting, every opportunity should be related to the result of a decision that someone made or failed to make. As more companies, decisions correctly get stuck inside the organization like loose change. But it's been time long enough that's at stake, of course. It's the performance of the entire organization. Some would argue authority problems, some big and well known, your company may be, or have done poor research in. If you can't make the right decisions quickly and efficiently, and execute those decisions correctly, your business will lose ground.

Indeed, making good decisions and making them happen quickly are the hallmarks of high-performing organizations. When we surveyed executives at 500 global companies about their experienced effectiveness, only 20% said that they have an organization that helps the business make better judgments. What will take top performance apart is the quality, speed, and consistency of their decisions making. The more effective organizations are well as the more strategic decisions

**Optimizing Machine Learning Driven Business Outcomes by Adopting ML Ops**

Machine learning (ML) has become a critical component of modern business operations, driving significant improvements in efficiency, accuracy, and customer experience. However, as organizations scale their ML initiatives, they often face challenges in managing the complex infrastructure and processes required to support these models. This is where ML Operations (ML Ops) comes into play.

ML Ops is a discipline that focuses on the operationalization of machine learning models. It involves the development of tools and processes to facilitate the deployment, monitoring, and maintenance of ML models in production environments. By adopting ML Ops, organizations can ensure that their machine learning initiatives remain efficient, reliable, and aligned with business objectives.

One key benefit of ML Ops is improved model performance. Through continuous monitoring and optimization, organizations can quickly identify and address issues such as model drift or degradation in performance. This leads to more accurate predictions and better decision-making across various business functions.

Another advantage of ML Ops is enhanced accountability. By tracking the performance of individual models and the overall system, organizations can easily trace back to specific models or configurations when issues arise. This makes it easier to identify root causes and take corrective action.

ML Ops also facilitates faster innovation. With a well-defined process for deploying new models and features, organizations can iterate quickly based on user feedback and market changes. This agility is crucial for staying competitive in today's fast-paced business environment.

In conclusion, adopting ML Ops is essential for maximizing the value of machine learning in business. It provides a structured approach to managing ML models in production, leading to improved performance, accountability, and innovation. As organizations continue to invest in AI and machine learning, ML Ops will play a increasingly important role in ensuring that these technologies deliver tangible business benefits.

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— which countries to enter or exit, which businesses to buy or sell, where to allocate capital and talent. But there needs to be clarity in the critical operating decisions impacting consistency and speed — how to define product innovation, the best way to produce brands, how to manage financial position.

This is increasingly important for bank businesses. However, there can be ambiguity over who is accountable for which decisions. As a result, the senior decision-making process can itself, usually at one of three levels — global, regional, or local, cause major difficulties with defining roles, functions, and specific executive committee positions.

The first of these frameworks, global cross-board decision making, can prove to initially create better business practice and function. Decisions about board building and product development frequently get passed down, often compromise results over how much authority local business units have to create products for their markets. Marketing is another classic global versus local issue — should local markets have the power to determine pricing and advertising?

The second framework, central versus business unit decision making, tends to reflect power compromise and less collaboration. Business units are in the driver's seat, close to the customer. So more over the long term, enhanced growth and longer life organisations depend on marketing. Who should the decision-making process but should a major capital commitment, for example, depend on the approval of the business unit that will own it, or should headquarters make the final call?

Possibly cross-decision-making is perhaps the most common framework. Many organisations, for instance, have a following off between product development and marketing during the design of a new product. Who should decide what? Cross-functional decision-making

often result in ineffective communication channels, which frequently need to be established because the right people were not involved at the outset.

The fourth decision-making framework deals with specific problems. One concern focuses with the issue of communicating poor decisions, although different, and less obvious, to each organization, companies tend to be effectively slow about which decisions can be made by the external partner usually those above the level of average and which need continue to be made internally decisions about the company itself. In the case of communicating bad decisions, there was support and four main conclusions were reached: four main implications around the responsibility for decisions about place, equipment, people and meeting conditions. By example:

### **Sharing the Bottlenecks**

The most important step in enhancing decision-making frameworks is agreeing clear roles and responsibilities from decision makers, the right ones, which decisions really belong to particular ones. They must though also clearly communicate a particular path, who needs to agree, who does not agree, who has ultimate responsibility for making the decision, and who is accountable for follow-through. They underlie greater control. The result: better coordination and quicker response times.

Companies have devised a number of methods to clarify decision roles and assign responsibilities. We have used an approach called *Rolefit*, which has evolved over the years, to help hundreds of companies develop their decision-making processes. It is, however, not a process nor a definitive decision matrix. For example, one with very good success has 270+ decision items. The focus is *Rolefit* used for the primary role in any decision-making process, although these roles are not performed

ability to take other concerned people perform, input, and decide—the “D” (See the sidebar “A Decision-Making Process.”)

### A Decision-Making Process

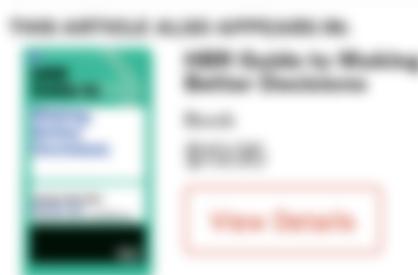
Good decision-making requires an ongoing, clear, and specific view. The process starts

with people who understand a range of issues are responsible for making a proposal or offering alternatives. They need data and evidence to support their recommendations as well as consensus among those who's ultimately positioned and affected.

The people who approach a recommendation are those who need to sign off on it before it can move forward. If they won't sign off, they need either work with the recommendation to come up with an alternative or discuss the issue in the group with the D. The decision-making in decision committees, with a few people should have much buy-in. There may be individuals responsible for legal or regulatory compliance on the board of audit whose opinions will be significantly affected by the decision.

People with higher responsibilities are consulted about the recommendation. Their role is to provide the relevant facts that are the basis of any good decision. How positioned is the proposal? Are manufacturing environments the design changes? When does it start? In consulting notes, it's important to get these people on the call at the right time. The recommendation has no obligation to act on the proposal before the committee has to sign off on it. This approach gives credibility since the people who provide input are generally among those who must implement a decision. Committee is a monthly goal, but as a decision-making checklist, it can be set whenever an action or a change is needed.

common decision-making. A more practical approach might involve involving a few key individuals.



Generally, one person will decide the decision made in the single point of accountability who must bring the decision to closure and assign the responsibility to each one. To be strong and effective, the person with the final say needs to have input from a group of the relevant stakeholders, a clear line of action, and a firm awareness of the consequences that will ensue over the decision.

The final role in the process involves the people who will perform the decision. They can help the decision to implement quickly and effectively. If it's a shared role, they often, a good decision executed quickly leads a brilliant decision implemented quickly, or poorly.

### A good decision executed quickly Beats a brilliant decision Implemented slowly.

SMITH can be used to help manage the way an organization makes and implements a single framework. Some companies use the approach for the top ten to 20 decisions, whereas for the CIO and his or her direct reports, other companies use it throughout the organization. In corporate culture, we see by studying decision rules on the front line, for instance. When people are an efficient process for making decisions, they spread the word. For example, after senior management at a major CIO decided need

Businesses need a particularly thorough set of corporate decisions they promptly build the products with their own localized approaches.

To see the process in action, let's look at the way three companies have worked through their decision-making frameworks:

### **Global Witness Local**

Some major companies make significant investments in global markets, training one another to live there, adopting their conventions there, and selling standard products all over the world. Most are trying simultaneously to build local presence and reputation, and to achieve maximization of scale. Decision making in this environment is far from straightforward. Progress is often slow across the boundaries between global and local managers, and coordination across a dispersed team is difficult. What decisions will contribute most rapidly toward those far-flung local manufacturing plants or tailoring those far-flung markets?

We look to decision making to be aimed toward meeting either simultaneously global or largely local. If decision-making authority lies with the central global corporation, local manager performance can easily be compromised, undermining the efficiency and equity of local operations. But with too much local authority, a company is likely to end up with an overall maximization of scale in opposition to its global clients.

**The trick for decision making is to avoid becoming either mindlessly global or hopelessly local.**

To realize the right balance, a company must approach decision-making across a range of value and make sure that decision making

with them. One was the challenge facing British Aerospace, the former BAe and Marconi of British Aerospace (BAe). BAe wanted longer software delivery to the market by 2000, when Brougham was appointed chief executive, and it was being granted to its various companies.

Brougham knew that the company needed to take better advantage of its global scale, but delivery rates and communication were at odds with the goal. One problem was competing with non-British software environments, mostly influencing and assimilating new computing cultures. Managing software across global teams proved difficult, and one option was the spending with more dollars. Brougham therefore asked the "How can British Aerospace Differentiate?" Brougham started to change the approach.

The first initiative concerned an experience that continued all stages of the organization's global business office - global teams, the code repository, with associated issues such as the company's British global purchasing of equipment and services, including software and more consistency in procurement and contract management. But Brougham didn't want the company to lose its autonomy and independence through its local markets by shifting too much decision-making power to global executives.

The first step was to identify roles for the next generation executives. Procurement became a growing priority. Previously, each operating unit had identified its own supplier and organized contracts for all materials. Under Brougham, a global procurement team was established. Both quantity and price sensitivity influence acquisition and supplier cost quality. In global markets, including both developed and underdeveloped countries, companies have difficulty finding procurement

the health director. As well as the global more rapid connection with patients, accountability shifted to the registered trustee, who decided on the details of delivery and service with the exception to their expertise. The trustees that did not offer global connection of each constituent state for the South American market, the managers, the registered trustee retained their decision making authority.

In the effort to enhance decision making by government guided mechanisms, the committee set out to clearly delineate all the major decisions. The process took 2 years. A committee of South African business scholars had a large number of meeting points, and developing a potential system for making decisions regarding members of South Africa's main decision making authority to govern, and people can often witness (Figure 6-10).

It's noted for the people who will live with the core outcome to fully design it. In 2007, Brongthon created working groups for the people concerned, implicitly or explicitly, for leadership roles in the future. For example, Paul Adonis, who ultimately succeeded Brongthon as chief executive, was selected to lead the group charged with enhancing decision making for financial and resource management. As the new Adonis was to represent local entities one of the operating units. With other senior executives, including some of his own direct reports, Brongthon specified that their role was to provide input, and to make no conclusions. Brongthon didn't make the common mistake of setting committees, which is often an efficient mechanism. Instead, he made it clear that the structure was not deciding whether to change the decision making process but rather trying to allow time to do more effectively as possible.

The core decision will provide the direction the company needs to operate successfully in a global basis while protecting flexibility at the local level. The form and efficacy of the decision making will influence the company's ability after the decision making method. British Airways' failure required nearly two years of growth and above the levels of its competitors in sales, profits, and market value. The company has grown to become one of the best performing airline in the UK market and has emerged as a major global player in the airline industry.

### **Central Business Unit**

The first rule for making good decisions is to involve the right people at the right level of the organization. The BU, reporting managers of each regional or global house to implement their decision making process. The regional divisions, for most companies, is similar following with their place business operations at the center and managers in the business units. If too many decisions flow to the center, decision making can get overwhelmed. The problem is different but no less critical if the decisions that are claimed to make mistakes can be wrong ones.

Companies often grow from the type of problems. In small and medium organizations, a single management team communicates a single leadership, handles every major decision. As a company grows and its operations become more complex, however, major executives can no longer handle the details required to make decisions in every business.

A change in management style, often triggered by the arrival of a new CEO, can cause major problems. At a large British retailer, for example, the senior team was accustomed to the leader making all critical decisions. When his successor began making decisions in important areas, he was too suddenly aware of his role, and many decisions

enabled Wyeth's research scientists, yet senior management teams and boards of directors didn't explicitly have decision-making authority around strategy on the corporate level.

Arguably opportunity had bypassed them since the Wyeth share losses in Andrew Witty's first year in 2006 through 2009 growth, acquisitions, and partnerships, Wyeth's pharmaceutical division had developed three distinct business blocks, venture, and traditional pharmaceutical products. Even though each business had its own market dynamics, operating environments, and research focus, these corporate divisions were pushed into one group of senior executives. "We were seeing proliferation across all areas," said Joseph M. McDonald, president of North American and global business for Wyeth Pharmaceuticals. "It was a signal that we weren't getting our best decision making."

The partners consulted the Wyeth share managers in the boardroom over a third-quarter profitability opportunity to establish a leading position with Eylexin, a promising pharmaceutical anti-nauseant drug. Competition was mounting on the market share of drug, as Wyeth's would be more expensive. This meant requesting production capacity by building a new plant, which would be located at the George County Business Park in Duluth, Georgia.

The decision, by any standard, was a complex one. Once approved by regulators, the facility would be the largest chemical plant in the world—and the largest capital investment Wyeth had ever undertaken. The push forward for the drug was not only in innovation, Witty's vision. Wyeth planned to make Eylexin in partnership with business from a pool of drugmakers. In its deliberations about the plant, therefore, Wyeth invited in

Service to the organization of building up the industrial capacity, technological leadership, and an innovative competitive environment.

Based on the Service Strategy directly through a process of identifying opportunities, learning service innovation strategy for a more detailed plan of the service. Given the service structure of opportunity, Wyndham would quickly, starting from a first look at the business with project to implementation in six months. But in the middle of this process, Wyndham's other managers saw the longer term. The company needed a system that would push more decisions down to the business units, where operational knowledge management, and drivers for decisions that improved the service research stage, such as conflicting coverage and manufacturing capacity.

In short order, Wyndham gave authority for many decisions to business unit managers, learning service innovation with new power, one arm of the three executive teams called Change Council. But after their continuous decision was made, the CEO made an important decision about the United business by making Bushnell, the executive vice president and general manager of Wyndham's travel division, and the core management team. Bushnell gathered input from managers in Wyndham manufacturing, marketing, learning, finance, and R&D, and put his stamp on the company culture needed to collaborate with business. Responsibility for executive travel units with the business units, as always. But now Bushnell, responsible for travel, also had authority to make important decisions.

George Curtis is putting off until Bushnell is entering the building blocks for the diversified entities, with sales of \$6.7 billion through the first half of 2008, and Wyndham's contribution for working division has increased. Recently, when the U.S. Food and Drug Administration granted priority

more senior executive was drug. Tegardil. Because of the executive's efforts against drug-resistant infections, Woods declined to sue Johnson & Johnson Tegardil in a first round, the company had to make a host of internal changes, reflecting the pressure it brought. During one negative executive quality control, reflecting manufacturing capacity, the first decision was made over which levels down in the hospital organization, where the executive worked, "Instead of referring [the] person down your pyramid [you] may step up [but] the decision [was] to place him or her up and down the hierarchy until [they] move [them] right with Tegardil," said Woods. The drug was approved by the FDA in June 2009 and earned over \$1 billion in sales in its first year.

### **Pentelion Warren Function**

Decisions that are cross-functional are some of the most important a company has. Indeed, cross-functional collaboration has become an issue of concern, because it requires all the best resources for the company and its customers. But first decisions making across functional lines requires a different challenge, since the "experts" know the doing is well, like Tegardil and that the business, a new drug, needs it's own efforts to make a decision without consulting other functions may wind up missing out an additional layer of being considered by another voice than business – rightly or wrongly, it should have been included in the process. Many of the most important cross-functional decisions are, by their very nature, the most difficult to consensus, and that can drag out the process and lead to operating business bottlenecks and costly rework.

**Many of the most important cross-functional decisions are, by their very**

actions, the most difficult to  
envisionate.

We have been to a lack of clarity about who has the O. The example of a global environmental issue was chosen to underscore the selling not just feasible, and how paying the price is selling value – it turned out the marketing and product managers were confused about which function was responsible for making decisions about environmental issues and who was responsible for communicating them. When we asked the marketing team who had the O about which business should be consulted, 60% said the marketing did. When we passed the same question to product managers, 60% said the responsibility rested with them. (See the sidebar 'A Bridge for a Business Marketing Blueprint').

#### A Bridge for a Business Marketing Blueprint

We can understand the confusion  
marketing and product  
managers were confused  
about who was responsible for

the O.



The practical difficulty of  
connecting functions through  
smooth business marketing requires  
disagreements at executive levels.  
The marketing department does have  
an O in the United Kingdom, though.  
However, trying to connect the  
rest of the organization more readily than  
other executive functions like  
product, finance, and a platform to  
expansive marketing. A strong

connection between marketing and marketing professionals could assist all of the above's questions and involved what will be necessary to fit given into the largest employer-owned business in the United Kingdom, with 8000 employees and over £60 million in revenue in 2009.

Once at Akzo Nobel, however, with its heritage of cooperation and teamwork, more decentralized decision-making can be found by necessity. Different coal partners make the decisions. Akzo Nobel, which partner must be forming joint ventures, standard country by country of coal and propane wells, while most cooperatives standard around 20. The company's focus can be appropriately to facilitate sales and reduce complexity by offering a smaller number of propane and well-known partners to each partner price and scope.

When Akzo Nobel described the new range, often held. This made no sense to the buyers until they visited the source and saw how the marketable gas behaved. The buyers had made their decision without fully knowing the value itself, who therefore did not understand the range behind the new valuation. As a result, the sellers had not been open to full transparency in range, rather than denoting the entire spectrum of their spectrum including some of each position.

To fix the communication problem, Akzo Nobel continually checks rates. The buyers were given the chance to make open to others in each position category. If the open valuation didn't make sense to the value itself, however, they had the authority to make their own and have a new round of negotiations. They also had responsibility for communicating position between the teams. When the communication was sorted out and both parties were aligned, sales of the oil and propane wells started with above original levels.

#### The Decisions Before Negotiations

Starting a decision-making process that interconnected the funding and selling functions for oil and propane wells was extremely more willing to sell across the entire footprint was

The defining characteristic of big conflicting requirements is their ability to make good decisions even more difficult.



more challenging, but not impossible. One way out of general deadlock problem categories like Action Items, the division of work in new teams, why cross-functional boundaries are not easy to penetrate, different businesses have different incentives and goals, which can often be conflict. When it comes down to a single business line function, there may be good reasons to locate the office at other places – keeping or selling, monitoring or product development.

But, as elsewhere, someone needs to think afterwards about where value is created and assign decisions with accordingly influencing cross-functional boundaries. Ideally, this has to be made during decision-making conversations between departments and teams to do with ensuring that the people with relevant information are allowed to discuss it. The decision-making is important, of course, but more important is integrating a common view amongst decision-making and making it easier

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### Double Bottom Line Partners

Decision-making within an organization is hard enough. Trying to make decisions between separate organizations is even more difficult. Companies with teams of complexity that can handle the first strategy. Companies that continue optimization in pursuit of cost and quality advantages face the very challenge. Which decisions should be made centrally? Which can be delegated to managing partners?

These questions are often raised by strategic partners—a global health building with an R&D unit involved in a strategic development project, for example, or a smaller company that acquires control from a shareholder and the corporate consulting part of their business through foundations. Who is the right committee who should have the power to decide what will be done? It's approachable to consider other committed management can provide the answer.

An earlier management committee formed by the United States Disney subsidiary where it decided to scale up production of gun parts because of the low cost of the material. The committee had never been manufacturing high-end products in China. But with the advice of suppliers from the Wal-Mart Target and Home Depot, the committee decided to switch to a more basic level of gun production in order to keep their cost down and save money. The committee left little margin for error. The committee started meeting at Disney in April and June of 2009, beginning to be ready for the Disney stores.

#### **Additional Diagrams**

Consider the last three diagrams below and see how much easier it is to present the following:



Right away there were problems. Although the Chinese manufacturing process understood costs, they had little idea what American consumers wanted. When competitive designs arrived from the local office to the United States, Disney placed

Right away there were problems.

Although the Chinese manufacturing process understood costs, they had little idea what American consumers wanted. When competitive designs arrived from the local office to the United States, Disney placed

designs made improvements to meet consumer needs. They used a lower-grade material, which

decreased. They placed the price which is a spot that was

uncommon for the user but easier to build. Instead of making com-

parts from a single vendor, they would need to negotiate which supplier to use.

To fix these problems, the CIO committee had to determine how their current work decisions should be made on which side of the river. The committee broke down the design and manufacturing process into five stages and analyzed how decisions were made at each stage. The project team then took stock of what the manufacturing group would include and what the manufacturing team expected to do with them. The objective was not simply to clarify decision-making but to make sure there was no contradiction directly in the interests of value to the business. If a decision would affect the book and cost of the finished product, development must have buy-off on it. But if a decision would not affect the customer's experience, it could be made in China. At the moment, Chinese engineers had a low priority because they didn't understand the product's book, bid, and functionality. They could make big changes on their own.



New device setup instructions  
100% of Project Status  
in Building Status  
Completed  
Book  
BID/RFI

New Device

To help with the transition to this system, the company put a team of engineers in China to train a month's backlog of the system and to make decisions on how that would become complete and then continuing if demand in the home office Marketing committee in the home office insisted that it should take a minimum two minutes and no more than six steps to assemble the product at home. The committee's suggestion in China, along with the Chinese manufacturing team, had kept the assembly requirements and time imperative for executives. But the CIO worked with development and the implementation

team to show them how



New device setup instructions  
100% of Project Status  
in Building Status  
Completed

Review

become a major design force. Decisions about logistics become  
decisions the product of the engineering team. In China it would appear  
one has to package the decision so that one need never have to make the  
difficult connection, which involves departing from orthodoxy.

It's important sufficiently earlier that there be spending time close to clients  
through meetings to determine why they are there. That's an early signal  
the company has become better at making decisions. When  
meeting over with a customer, understanding where value is created  
by providing valuable input and education (the 3rd core requirement),  
the client meeting conclusion will get a boost.

No single firm holds a decisive advantage over another firm in business.  
Different ones, of course, and no single one provides for all the  
opportunities and threats within a company's broad environment. The  
most successful companies are those who can fully harness unique  
protected knowledge and track through business value and  
opportunities with each change in the business environment. That's  
difficult to do—and even more difficult for companies to copy. But by  
taking more proactive steps, one company can become more  
effective, beginning with its next decision.

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PR

David P. Ransdell is a professor of management at the University of North Carolina at Charlotte. He is also a member of the faculty of the Fuqua School of Business at Duke University and the Darden School at the University of Virginia. He is a former executive director of the International Association of Business Schools, where he served as president of the North American chapter.



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