

Guide 1 of 5

# Identifying Which Decisions to Reengineer and Why

Guides for Effective Business Decision Making

**By 2023,**

more than one-third of large organizations will have analysts practicing the discipline of decision intelligence, which includes decision modeling.

Source: Gartner

Decisions today must be connected, contextual and continuous while maximizing the symbiotic relationship between humans and machines.

But making and connecting decisions alone isn't enough. Ultimately, the decisions we make must drive action.

The real value of reengineered decisions is being realized by data-driven organizations that leverage the power of data, analytics and artificial intelligence (AI) to drive competitive advantage.

But where do we start?

Understanding the decision-making process and aligning core decisions within this framework enables us to begin the conversation and build the business case for moving forward.



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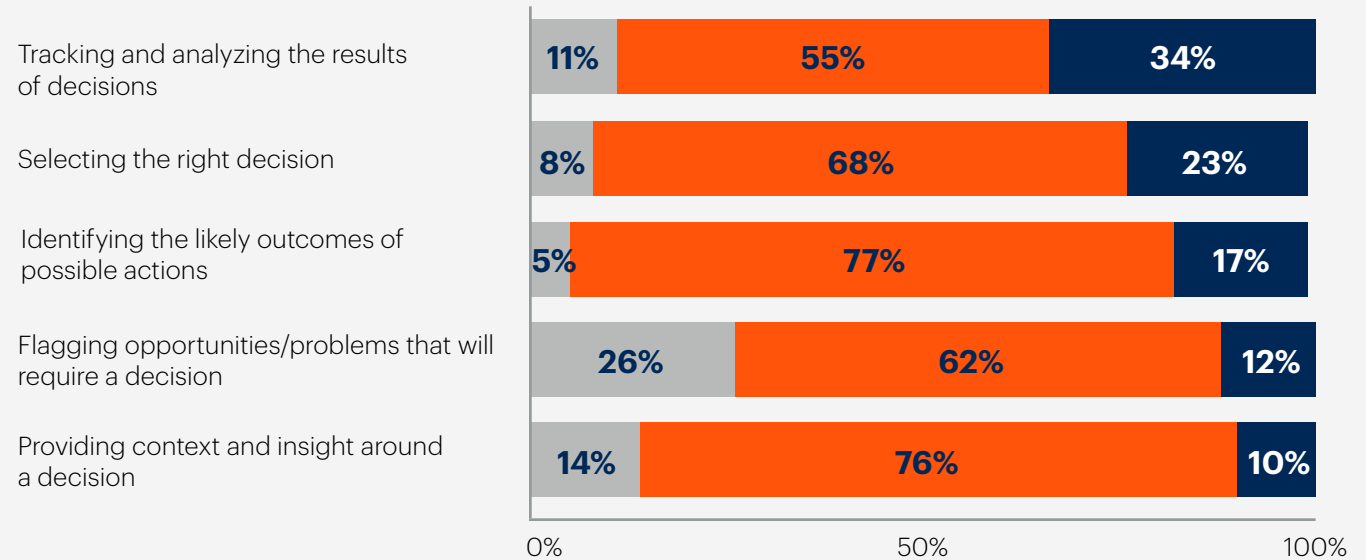
## Decision Process Challenges

1 = Not at all challenging to 7 = Extremely challenging

■ Not challenging (1/2)

■ Middle 3 Box (3/4/5)

■ Challenging (6/7)



Note: Percentages may not add up to 100% because of rounding.

n = 132 all respondents; excluding "don't know"

Q. In your experience, how challenging is each step in the decision-making process?

Source: Gartner 2021 Reengineering the Decision Survey

Gartner's One Circle Research Circle Members and external sample

## How to Use This Guide

### 1 Prepare

Articulate how decision making in your organization should look.

### 2 Establish

Align stakeholders around a rigorous way to make decisions.

### 3 Engage

Build the capabilities to sell the business case for data and analytics initiatives.

### 4 Tips for Delivery

Track the impact of your decisions.

## Prepare

# Define the Desired Future State of Your Decision Making in Your Organization Should Look

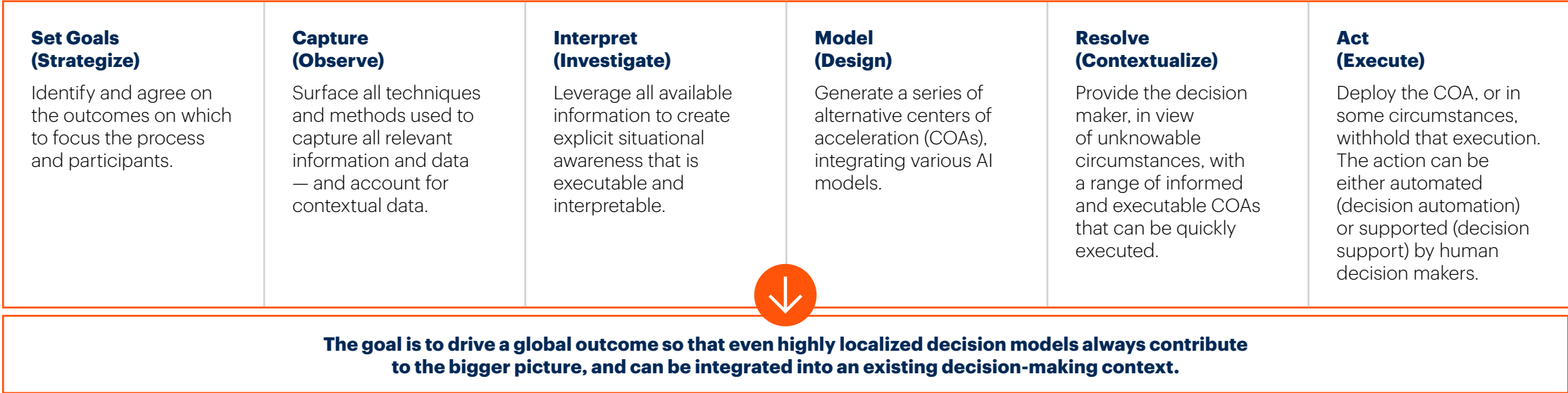
The first major challenge is foundational: Where do we start? First, consider where you are today. Ask what does good look like for the future? Ask how you expect reengineered decision making to move your organization forward. For example, is the goal to drive digital transformation or provide competitive advantage?

Current State of Decision Making		Reengineered Decision Making
Retail Sales Example	<ul style="list-style-type: none"><li>Operational decisions, such as credit risk assessments and the next best offer to make, are manual, case-by-case and independent of decisions about how to service (or not) new and existing customers.</li><li>No consideration is given to the impact on resource availability to support these decisions.</li><li>This lack of transparency and connectedness hinders the organization's ability to evaluate and effect strategic decisions about product mix and web commerce.</li></ul>	<ul style="list-style-type: none"><li><b>Decision making is connected.</b> More people are involved upstream and downstream to account for dependencies and collaboration.</li><li><b>Decision making is continuous.</b> Decisions become more automated, augmented and timely.</li><li><b>Decision making is contextual.</b> With increasing events and transactions, internal and external data sources are combined to create greater situational awareness</li></ul>
Your Organization		

# Establish

## Align Stakeholders Around a Rigorous Way to Make Decisions

Partner with your key stakeholders across functions to use a methodical and rigorous approach to decision making.



### You can leverage these Gartner resources:

#### IT Score for Data & Analytics

This tool shows how organizations are improving key objectives of the data and analytics function. The new model better enables D&A leaders to assess their maturity in areas such as governance, data integration and management and analytic content creation.

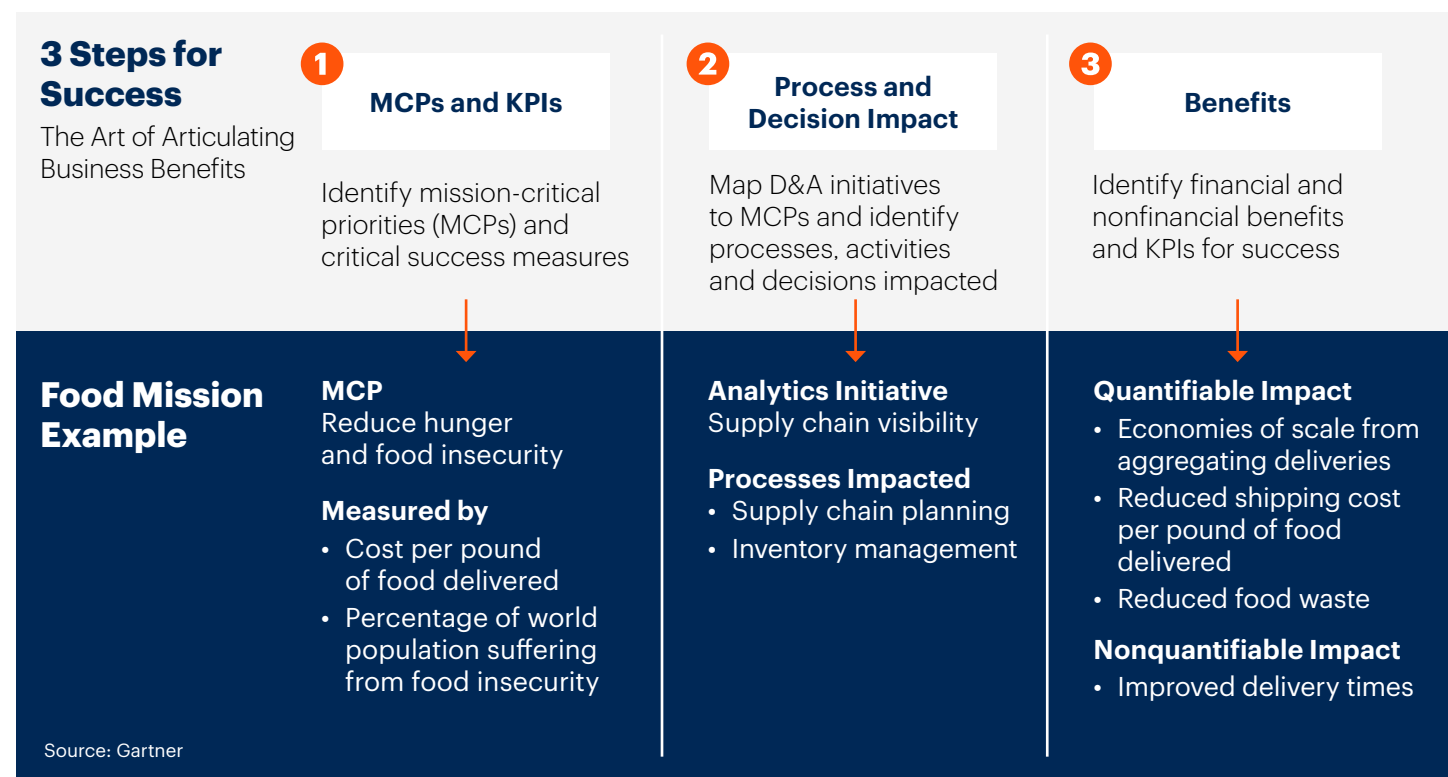
#### Decision Intelligence Is the Near Future of Decision Making

The Gartner Decision Intelligence Model explains the core elements for how decisions are taken and can be used to explore gaps and weaknesses in the overall process.

## Engage

## Build the Competencies Needed to Sell the D&A Business Case

Your D&A teams need to build their storytelling competencies to sell the benefits of their D&A initiatives to executives and other business leaders.



### 2 Common Mistakes

#### 1 Relying on progress metrics as opposed to the business impact

Instead, translate metrics into impact metrics:

- |  |   |   |
|--|---|---|
| <ul style="list-style-type: none"> <li>• Faster Time to Insight</li> <li>• Data Quality</li> <li>• Model Development Time</li> </ul> | → | <ul style="list-style-type: none"> <li>• Revenue</li> <li>• Cost</li> <li>• Risk</li> </ul> |
|--|---|---|

#### 2 Rushing to create numbers for a net present value or return on investment exercise to get projects funded

Instead, distribute your time to quantify business benefits in this way:

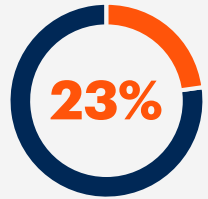


## Tips for Delivery

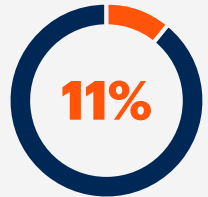
# Track the Impact of Your Decisions

When making decisions, many organizations aren't even aware of the impact of previous decisions. A recent Gartner survey identified tracking and analyzing the results of decisions was the most challenging element of decision making.

### Most organizations do not consistently track outcomes



Only 23% of organizations **always track the results** of their decisions.



Only 11% of organizations **consistently track outcomes** using the right metrics.

### When they do, they typically reexamine bad decisions



25% of organizations review **bad decisions more frequently** than good ones.



Only 8% of organizations review **good decisions more frequently** than bad ones.

### Take a closer look at the decisions you've already made

- 1 Identify decisions whose outcomes are not being tracked or ones where the appropriate metrics are not being used to measure success.
- 2 Do not overlook the benefits of reexamining good decisions in order to identify best practices that should be repeated.



# Actionable, objective insight

Explore these additional complimentary resources and tools to make better business decisions.

## Roadmap

### [Enhance Your Roadmap for Data and Analytics Governance](#)

Set the right governance foundation.

## Webinar

### [Data & Analytics Series: Modernize Your Data Strategy to Achieve Digital Success](#)

Connect the strategy to your operating model.

## Resource Hub

### [Chief Data Officer to Build Data & Analytics Leadership Traits](#)

Create competitive advantage through D&A.

## Roadmap

### [The IT Roadmap for Data and Analytics](#)

Follow D&A best practices to create a strategy.

This guide is part of the **Effective Decision Making Series**. You can access other guides in this series to continue [improving how your business makes decisions and learn](#):

- How to prioritize analytics and data
- When to augment decisions with AI
- What role data fabric will play in your data management
- Incorporating the right skills and capabilities in your D&A organization

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