# PEOPLES Model Decision-Making Form

The PEOPLES Model guides structured decision-making to ensure alignment with strategic goals, stakeholder needs, and long-term sustainability. Use this form to document and evaluate decisions in a clear, actionable manner. Each section should be completed thoughtfully to provide a comprehensive assessment of the decision at hand.

**How to Use This Form**

Each section should be filled out sequentially, ensuring the decision is well-documented, strategically aligned, and effectively executable. Answer each prompt concisely. Stakeholder input should be gathered where required. Revisit and refine as needed, as decision-making is an iterative process.

**Section 1: Decision Context**

Provide basic information about the decision before proceeding with evaluation.

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| Decision Title: |  |
| Decision Summary: |  |
| Date of Evaluation: |  |
| Decision Owner(s): |  |

**Section 2: The PEOPLES Model Assessment**

**1. Prioritize Purpose (P) – Align decisions with strategic and functional goals**  
Ensure the decision serves a clear purpose and is not solely driven by urgency. Clearly define the intended goal of the decision and explain how it aligns with organizational strategy. Identify the core values this decision supports. Evaluate the opportunity cost of acting now versus delaying action.

**2. Engage Stakeholders (E) – Gather internal and external insights**  
Identify all stakeholders who will be impacted by the decision. Consider their perspectives and potential concerns. Define the role of each stakeholder in the decision-making process. Stakeholders may be advisors who provide input, decision enablers who approve or fund the decision, or executors responsible for implementation.

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| **Stakeholder** | **Perspective/Concerns** | **Role (Advisor, Enabler, Executor)** | **Influence Level (High, Medium, Low)** | **Communication Strategy** | **Engagement Status (Consulted, Pending, Ongoing)** |
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**3. Optimize for Outcomes & Mitigate Risks (O) – Scenario planning and risk management**  
Outline best-case, worst-case, and most-likely outcomes for this decision. Identify potential risks, including financial, operational, reputational, or regulatory concerns. Determine the organization’s level of risk tolerance. Low risk tolerance requires strong mitigation, moderate risk tolerance accepts some risk if benefits outweigh downsides, and high-risk tolerance justifies short-term risk for long-term benefits. Establish key success metrics to track the decision’s effectiveness.

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| **Scenario / Risk Factor** | **Description** | **Potential Impact (High, Medium, Low)** | **Mitigation Plan** |
| **Best-case Scenario** | |  | | --- | | *What is the ideal outcome if everything goes as planned?* |  |  | | --- | |  | |  |  |
| |  | | --- | | **Worst-case Scenario** |  |  | | --- | |  | | |  | | --- | | *What is the most negative outcome if the decision fails?* |  |  | | --- | |  | |  |  |
| |  | | --- | | **Most-likely Scenario** |  |  | | --- | |  | | |  | | --- | | *What is the expected outcome based on current conditions?* |  |  | | --- | |  | |  |  |
| |  | | --- | | **Financial Risk** |  |  | | --- | |  | | |  | | --- | | *Are there budget constraints or potential cost overruns?* |  |  | | --- | |  | |  |  |
| |  | | --- | | **Operational Risk** |  |  | | --- | |  | | |  | | --- | | *Could this decision impact daily operations?* |  |  | | --- | |  | |  |  |
| |  | | --- | | **Reputational Risk** |  |  | | --- | |  | | |  | | --- | | *Could this decision affect public perception or stakeholder trust?* |  |  | | --- | |  | |  |  |
| |  | | --- | | **Regulatory/Legal Risk** |  |  | | --- | |  | | |  | | --- | | *Are there compliance concerns?* |  |  | | --- | |  | |  |  |
| |  | | --- | | **Risk Tolerance Level** |  |  | | --- | |  | | |  | | --- | | *Low, Medium, or High* |  |  | | --- | |  | |  |  |
| |  |  | | --- | --- | | **Mitigation Strategy** |  |  |  | | --- | |  | | *What measures will be put in place to reduce or manage risks?* |  |  |
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**4. Plan Execution & Accountability (P) – Define milestones and ownership**  
Develop a structured plan for execution to ensure accountability. Outline the necessary steps for successful implementation and assign ownership to specific individuals. Identify the resources required, including budget, personnel, or technology. Define clear milestones with target dates to track progress and adjust as needed.

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| **Steps for Implementation** | **Responsible Parties** | **Required Resources** | **Milestone Dates:** |
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**5. Learn & Adapt (L) – Implement real-time feedback loops**  
Ensure the decision remains relevant over time by gathering feedback post-implementation. Identify mechanisms for monitoring performance and making adjustments as needed. Define how updates and modifications will be communicated to stakeholders.

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| **Feedback Area** | **Details** | **Owner(s)** | **Frequency** | **Action Plan** |
| **Feedback Collection Method** | *How will feedback be gathered (e.g., surveys, performance reviews, stakeholder meetings)?* | *Who is responsible for collecting and analyzing feedback?* | *How often will feedback be gathered (weekly, monthly, quarterly)?* | *What actions will be taken based on feedback received?* |
| **Improvement Mechanisms** | *How will identified issues be addressed? (e.g., training, process adjustments, resource allocation)* | *Who will implement improvements?* | *How often will improvements be evaluated?* | *How will progress be tracked?* |
| **Communication Strategy** | *How will updates and modifications be communicated to stakeholders? (e.g., reports, meetings, announcements)* | *Who is responsible for stakeholder communication?* | *How often will updates be shared?* | *How will stakeholder engagement be ensured?* |

**6. Evaluate with KPIs (E) – Measure effectiveness using data**  
Define how the success of this decision will be measured. Select Key Performance Indicators (KPIs) that align with the decision’s intended outcome. Establish how frequently performance will be reviewed, such as weekly, monthly, or quarterly. Identify benchmarks that indicate whether the decision is successful or requires refinement.

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| **Key Performance Indicator (KPI)** | **Review Frequency** | **Success Benchmarks** | **Data Source** | **Owner(s)** | **Corrective Action if Benchmark Not Met** |
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**7. Sustain Engagement & Commitment (S) – Ensure long-term integration**  
Decisions require long-term reinforcement to be effective. Establish how stakeholders will remain engaged throughout the implementation process. Identify strategies for maintaining commitment and ensuring the decision is not deprioritized. Define how this decision will be reinforced in company culture, standard operating procedures, or policies to ensure its sustainability.

| **Aspect** | **Details/Plan** | **Owner(s)** | **Timeline** | **Review Date** |
| --- | --- | --- | --- | --- |
| Stakeholder Engagement Strategy | *How will key stakeholders stay involved and informed?* | *Who is responsible for engagement?* | *When will engagement actions take place?* | *When will effectiveness be reviewed?* |
| Sustainability Plan | *What steps will ensure this decision remains a priority over time?* | *Who ensures the plan remains in place?* | *When will sustainability efforts be initiated?* | *When will sustainability be re-evaluated?* |
| Long-Term Integration into Culture | *How will this decision be embedded into processes, policies, or behaviors?* | *Who is responsible for implementation?* | *What is the expected timeline for integration?* | *When will long-term adoption be reviewed?* |