



## Effective Decision-Making and Follow-Through

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### AIM

- To understand the aim and methods of effective decision-making and follow-through
- To discover the barriers to effective decision-making and follow-through
- To explore resources for better decision-making

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### AIM

- What are the most important elements of making good decisions?
- What are the barriers to good decisions?
- What are the elements of effective follow-through?
- What are the barriers to effective follow-through?

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## Lead change! DxRxVxNxI



**Dissatisfaction**  
**Readiness**  
**Vision**  
**Next Steps**  
**Integration**

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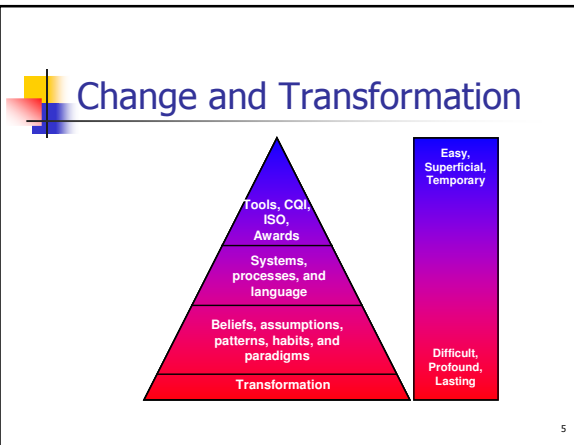
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### 4 Key Questions

- AIM: What are we trying to accomplish together?
- METHOD: By what method?
- CUSTOMERS: Who are we serving?
- MEASURES: How will we measure progress and success? (Hint: look at data over time, based on the process/system; do not measure individuals; they are only part of the system.)

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## Learning and Application Concepts

- Adaptive leadership thinking
- Continual process improvement
- Decision-making and improvement tools
- Customer experience
- System optimization
- Flow: work, data, information, and communication
- Understanding variation; data display
- Compelling aim, linked to customers and future markets
- Plan-Do-Study-Act
- Transformation vs. change
- Motivation: theory to behaviors
- Leadership recognition, communication
- Fear and trust
- Relevant measures of success

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## Process

- Decision-making is a process.
- It is repetitive.
- Therefore, you must focus on continually improving the process of decision-making.

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## The Six Key Questions for Making Data-Driven Decisions

- What bugs you?
- What is repetitive about what bugs you?
- What can you measure about that?
- How will you know if a change is an improvement?
- What changes can you make that will result in an improvement?

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## Tools for Decision-Making

- Flow Charts
- Run Charts
- Pareto Charts
- Fishbone Diagrams
- Scatter Diagrams
- Pie Chart
- Control Chart
- Force Field Analysis
- Affinity Diagram
- Tree Diagram
- Interrelationship Digraph
- Matrix Diagram
- Six Hat Thinking
- Etc.

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## Follow-through

- People don't resist change; they resist being changed.
- People don't resist change; they resist loss, the unknown, uncertainty.
- Without trust, a compelling purpose and clear direction from leadership, people will not engage, commit, or follow-through.

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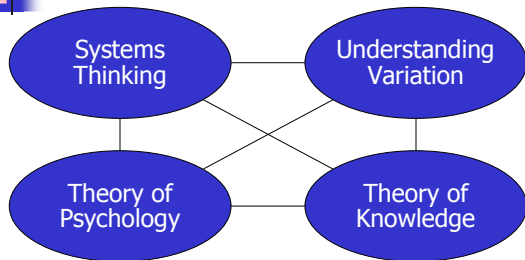
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## 4 Bodies of Interacting Knowledge



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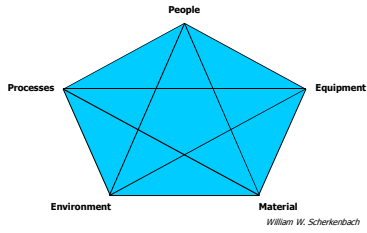
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## Five Interacting Elements of a System



*William W. Scherkerbach*

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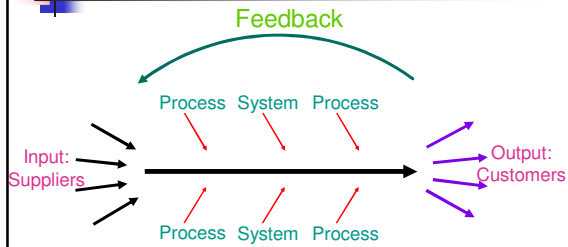
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## System Diagram



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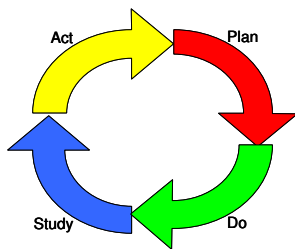
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## Plan-Do-Study-Act Model of Continual Improvement/Learning



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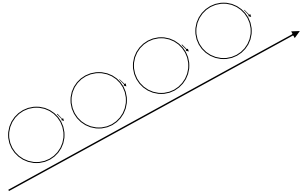
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## Multiple PDSA Cycles of Learning



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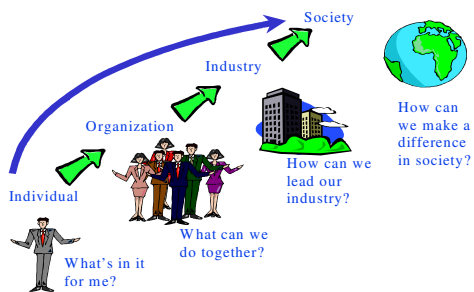
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## Do you make a difference?



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## Resources for Better Decisions

- THE New Economics by W.E. Deming
- The Goal by E. Goldratt
- The Improvement Guide by G. Langley
- Understanding Variation by D. Wheeler
- Understanding Statistical Process Control by D. Wheeler
- Leadership On the Line by Ron Heifetz

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## Thank You

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