

1.3 GOOD DECISIONS WORKSHEET

PROBLEMS	STRATEGIES
1. _____	• •
2. _____	• •
3. _____	• •
4. _____	• •
5. _____	• •
6. _____	• •
7. _____	• •
8. _____	• •

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1.4 PROBLEM SOLVING DIFFICULTIES

Problem Recognition

- Too complex
- Unfamiliar context
- Inadequate signals
- No context

*lack of comprehension
inadequate experience
hidden or lack of communication
no objectives or standards*

Problem Definition

- Cosmetic
- Oversimplification
- Bias
- Poor Read

*dealing with symptoms
find true cause(s)
overlook real causes
poor inquiry or advice*

Information Deficiency

- Problem understanding
- Restricted scope
- Limited processing

*limited data collection
perceptual blocks
one task at a time*

Assumptions

- Rigidity
- Difficulty

*inside the box
unsolvable problems*

Alternatives

- Poor definition
- Paradigm
- Efficiency

*requires different perspective
biased judgment
lack of time*

Implementation

- No responsibility
- No ownership
- Wrong solution
- Cost benefit

*implementation details
only recommendations
poor analysis
appears too costly*

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1.4 REQUEST FOR DECISION

SUBJECT: *Decision-making topic title*

RECOMMENDATION: *Clear decision-making resolution answering What?, Who?, How?, When?.*

CAO COMMENTS: *Any additional comments regarding the reason for the recommendation*

RECOMMENDATION **Report/Document: Attached** **Available** **Nil**

KEY ISSUE(S)/CONCEPTS DEFINED: *Define the topic, reference background material and state question to be answered*

RELEVANT POLICY: *Cite existing policies, practices and/or legislation*

STRATEGIC RELEVANCE: *To Goals or priorities of current work program*

DESIRED OUTCOME(S): *Main Result along with - highlighted requisites & benefits*

RESPONSE OPTIONS: *Possible ways to achieve the main result with analysis highlights*

1. _____
2. _____
3. _____

PREFERRED STRATEGY: *Rationale for selected option –including pros a& cons*

IMPLICATIONS OF RECOMMENDATION:

GENERAL: *Consequences to community, overall organization and/or other agencies*

ORGANIZATIONAL: *Policy change or staff work load requirements*

FINANCIAL: *Current and/or Future Budget impact*

FOLLOW UP ACTION: *Timelines, decision-making milestones and key products*

COMMUNICATION: *Strategy to inform, consult or involve stakeholders*

OTHER COMMENTS: *By others reviewing this RFD*

Submitted by: Writer _____
Reviewed by: CAO _____

Endorsed by: Other _____
Reviewers _____

1.5 DIRECTION REQUEST

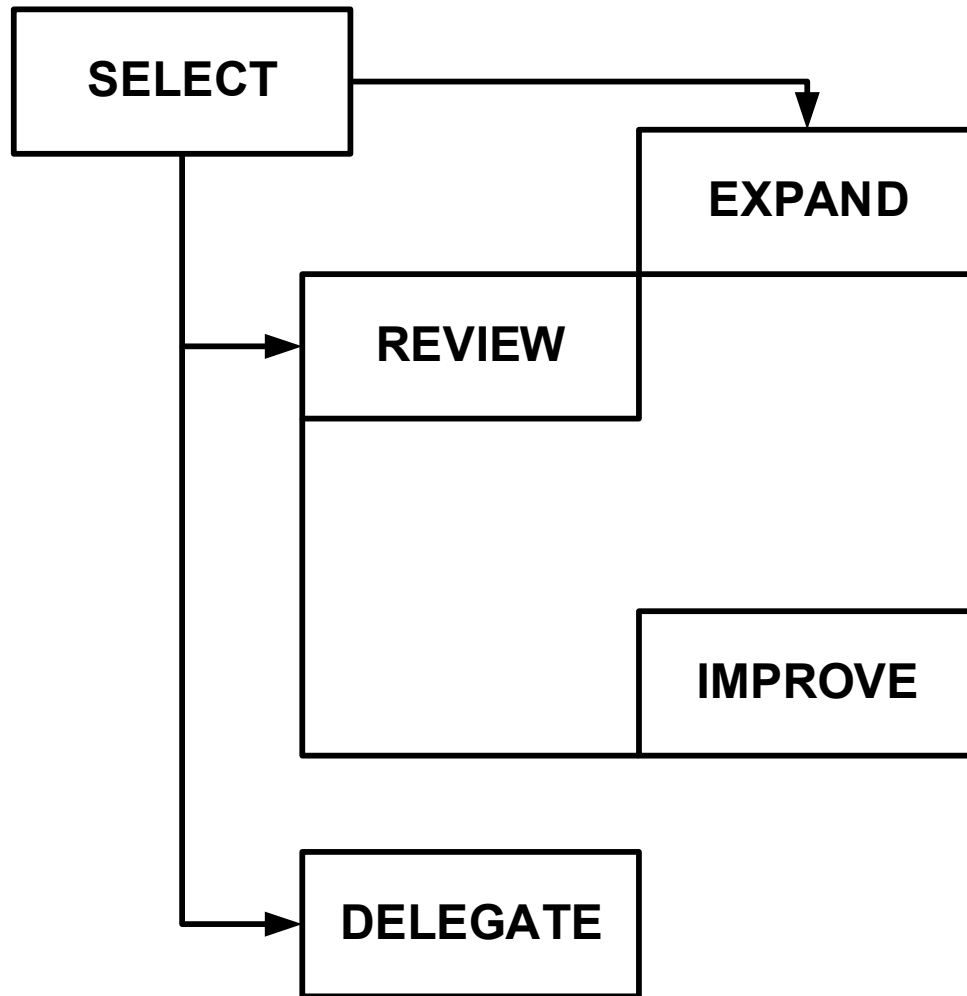
SUBJECT: <i>Discussion Topic title</i>	
SUGGESTED FOLLOW-UP ACTION: <i>Next steps to develop the topic further discussion or decision?</i>	
CAO COMMENTS: <i>Any additional comments regarding the suggestion.</i>	
BACKGROUND:	Report/Document: Attached Available Nil
1. DEFINE THE TOPIC	
KEY INFORMATION: <i>Key summary of existing information to understand the nature of the topic.</i>	
RELEVANT OBSERVATIONS: <i>Note issues or opportunities related to the complexity of the topic</i>	
STRATEGIC QUESTIONS: <i>What needs to be known before recommendations can be developed?</i>	
ESSENTIAL QUESTION: <i>The key question to guide the information and recommendation activities</i> _____?	
2. DETERMINE DESIRED OUTCOMES if the <u>essential question</u> is addressed	
KEY RESULT: <i>The tangible outcome the organization can achieve to address the essential question.</i> ** _____	
DESIRED BENEFITS OF KEY RESULT: <i>What positive conclusions are expected?</i>	
REQUISITES: <i>What must happen before the key result can be achieved?</i>	
UNINTENDED OUTCOMES: <i>Are there possible undesirable effects that could occur?</i>	
3. EXPLORE RESPONSE OPTIONS to achieve the <u>key result</u> (Pros & Cons)	
1. _____	
2. _____	
3. _____	

Submitted by: Writer

Reviewed by: CAO

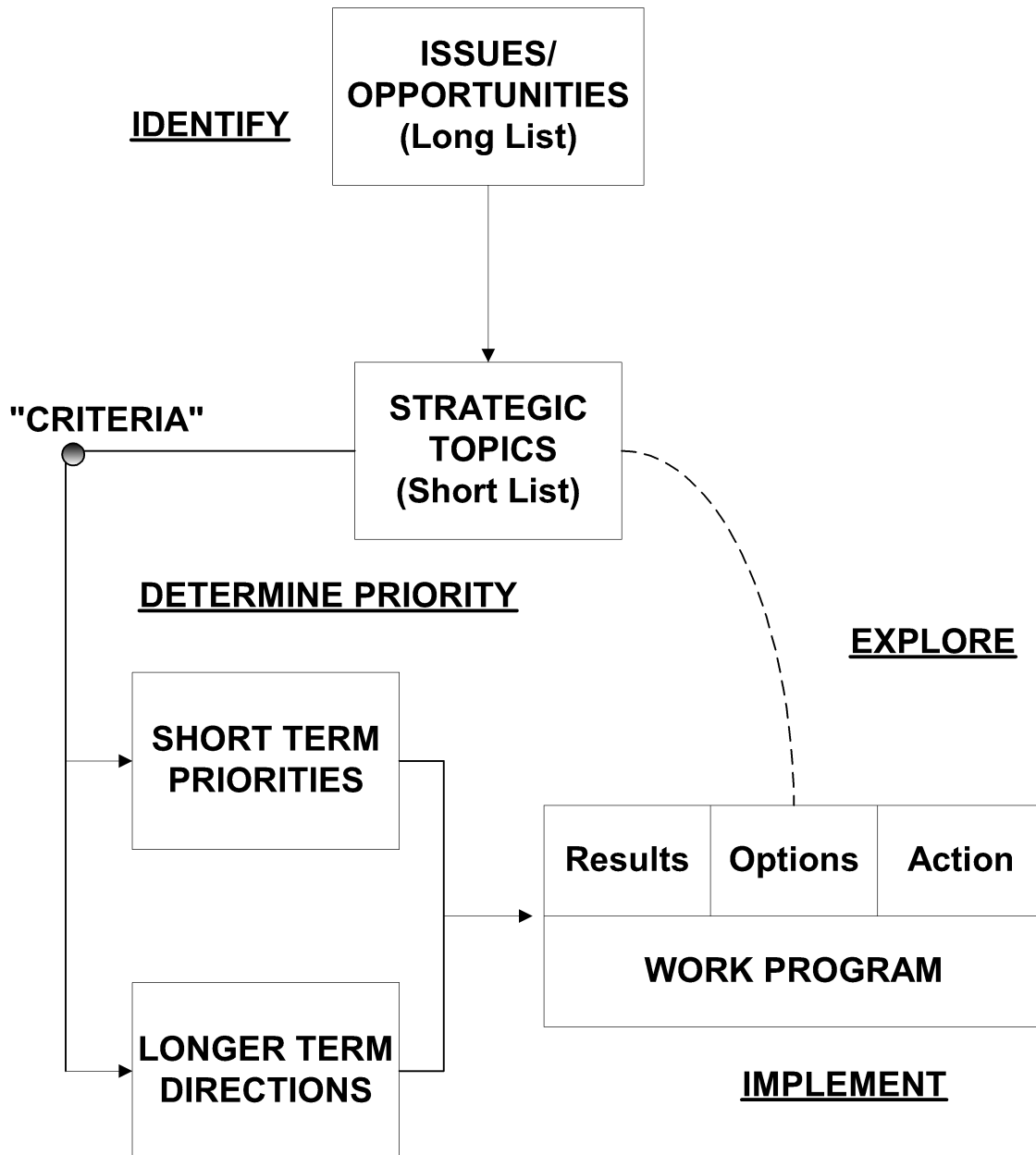
2.1 THE CAPACITY BOX

BALANCING COMPETING DEMANDS WITH LIMITED RESOURCES



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2.2 PRIORITY SETTING PROCESS



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2.3 'REALITY CHECK' CRITERIA

CRITERIA	SUCCESS		
	Likely		Unlikely
1.LEGISLATIVE EASE	Yes	Maybe	No
2. POLICY CONSISTENCY	Yes	Maybe	No
3.CONTRACTUAL EASE	Yes	Maybe	No
4. POLITICAL WILL	High	Neutral	Uncertain
5. ORGANIZATIONAL CAPACITY	High	Medium	Low
6.SAVINGS REALIZED	High	Medium	None
7. TIME EFFICIENCY REALIZED	Likely	Maybe	Not Likely
8. TIMEFRAME FOR RESULTS	Reasonable	Challenging	Unrealistic
9. SUCCESS LIKELIHOOD	High	Medium	Uncertain
10. COMMUNITY SUPPORT	High	Average	Low
11. FISCAL RESOURCES	Confirmed	Available	Difficult
12. PARTNERSHIP POTENTIAL	Ready	Maybe	Uncertain/No
13. LEVERAGE RESOURCES	Yes	Maybe	Uncertain/No
14. ONGOING SUSTAINABILITY	Likely	Maybe	Uncertain/No
15. HUMAN RESOURCES	Yes	Somewhat	No
16. EXPERTISE	In-house	Available	Uncertain/No
17. CONSEQUENCES/RISK	None	Uncertain	Negative
18. AFFORDABILITY	Yes	Average	No
18. _____			

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2.4 URGENCY CRITERIA

CRITERIA	URGENCY	
	Urgent	Not as Urgent
1. IMPERATIVE - Requirement to Act	Legislation	No Legislation
2. LIABILITY - Risk Exposure	Legal	Inconvenience
3. SAFETY - Direct vs. Potential Threat	Life - Imminent	Property Damage
4. FINANCIAL - Magnitude of Cost	Significant	Operational
5. VISIBILITY - Implications to Organization	Negative	Neutral
6. PUBLIC BENEFIT - Who receives outcomes?	Most	Few
7. COMMUNITY NEED - Who's asking?	At Large	Minority Interest
8. TIMELINESS – Resource Alignment	Unique	Frequent
9. STRATEGIC - Linkage to goals/priorities	Critical	Useful
10. OBLIGATION - Commitment to others	Contractual	Casual
11. LEADERSHIP - Political Requirement	High	Low
12. TIMELINE -Imposed Timeframe	Deadline	None
13. _____		

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2.5 RESPONSIBILITY CRITERIA

CRITERIA	ROLE	
	Political	Administrative
1. POLICY	New or Change	Procedure or Implementation
2. FINANCIAL	New or Change in Budget	Approved in Budget
3. EXTERNAL LINKAGE	Political Level	Staff Level
4. CORPORATE IMAGE	Agency Integrity	Service Quality
5. SERVICE LEVELS	New or Terminate	Service Standards
6. STRATEGIC DIRECTION	New or Change	Implementation
7. PERSONNEL	ED Performance	Staff Performance
8. LEGISLATION	Ignore or Seek to Change	Interpretation
9. SENSITIVITY	High Visibility	Low Visibility
10. OBLIGATION	New or Change in Contract	Permissible
11. MEMBER LIAISON	Elected Official	Staff

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2.6 PRIORITIES CHART

(on one page)

Date: _____

BOARD/COUNCIL PRIORITIES	
<p>NOW</p> <ol style="list-style-type: none"> 1. 2. 3. 4. 5. <hr style="border: 0.5px solid black;"/> <p>NEXT</p> <p style="text-align: center;">•</p> <p style="text-align: center;">•</p>	
ORGANIZATIONAL EXCELLENCE	
<ol style="list-style-type: none"> 1. 2. 3. 	
OPERATIONAL STRATEGIES	