



Kanban Global Summit 2022

Decision Clarity for a Change: A tool for your STATIK toolbox

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Table Introductions

- Name?
- Where did you travel from?
- Type of work you do?
- Kanban experience?
- Recent impactful decision?

Workshop Presenter



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Workshop - Problem

- *Unclear participation in the decision-making process, making change and flow difficult*
- *Group decision-making is frustrating, inconsistent, and generates illusionary commitment*
- *Empowerment is undeveloped, we provide limited direct control to individuals and groups*



Workshop – Learning Objectives

- *Understand a basic structure of group decision making*
- *Explain and apply five decision participation roles*
- *Understand a Decision Matrix structure*
- *Develop a Decision Matrix in a Kanban context*



Workshop – Focus

- *Group decisions*
- *Facilitation and participation in the decision-making process*
- *Creating transparency to decision participation*

Workshop – NOT in Focus

- *Psychology*
- *Cognitive Biases*
- *Power Dynamics*
- *Cultural Influences*
- *Risks and Forecasts*
- *Decision Implementation*
- *Decision Filters*

Workshop – Agenda

- *Workshop Introduction*
- *Decision Success*
- *Decision Process*
- *Decision Participation*
- *Decision Matrix Introduction*
- *Decision Matrix Development*
- *Decision Clarity Development*
- *Wrap-Up*



Photo by Jacob Bentzinger on [Unsplash](#)

Decision Success Discussion

- Pair up with another at your table
- Take 3 minutes
- What was a recent successful group decision?



Photo by Jacob Bentzinger on [Unsplash](#)

Decision Success Discussion

- Take 3 minutes
- Why do you consider that decision a success?

Decision Process

Goal

- ✓ Develop Decision Focus
- ✓ Structure Decision

Goal

- ✓ Develop Criteria
- ✓ Create Alternatives
- ✓ Reach Conclusion

Goal

- ✓ Implement Decision
- ✓ Realize Outcomes

**Frame
Decision**

**Form
Answer**

**Follow
Through**



Decision Challenges Activity

- Take 5 minutes
- At your table brainstorm group decision challenges and capture on flip chart
- Group challenges by phases in the decision process
 - Frame Decision
 - Form Answer
 - Follow Through

Frame Decision

- Develop Decision Focus
- Structure Decision



Photo by Zachary Keimig [Unsplash](#)



Framing Activity Round 1

- Take 3 minutes
- At your table choose a scribe and capture on your flipchart
- Take turns creating alternatives to the following group decision



Framing Activity Round 1

Where do you want to go to lunch?



Framing Activity Round 1- Debrief

- Discuss at your tables the following
 - What different alternatives come into focus with different decision structures?
 - What else do you notice?
- Group Debrief



Framing Activity Round 2

- Take 3 minutes
- At your table choose a scribe and capture on your flipchart
- Take turns creating alternatives to the following group decision



Framing Activity Round 2

What work do we start next?



Framing Activity Round 2- Debrief

- Go visit other tables possible decisions
- Discuss at your tables the following
 - What different alternatives come into focus with different decision structures?
 - What else do you notice?
- Go visit other tables

Decision Process

Goal

- ✓ Develop Decision Focus
- ✓ Structure Decision

Goal

- ✓ Develop Criteria
- ✓ Create Alternatives
- ✓ Reach Conclusion

Goal

- ✓ Implement Decision
- ✓ Realize Outcomes

**Frame
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**Form
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**Follow
Through**

Form Answer

- Develop Criteria
- Create Alternatives
- Reach Conclusion





Decision Filters

- Will this make the boat go faster?

<https://www.youtube.com/watch?v=VITfbGemGcM>

Decision Process

Goal

- ✓ Develop Decision Focus
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- ✓ Develop Criteria
- ✓ Create Alternatives
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Goal

- ✓ Implement Decision
- ✓ Realize Outcomes

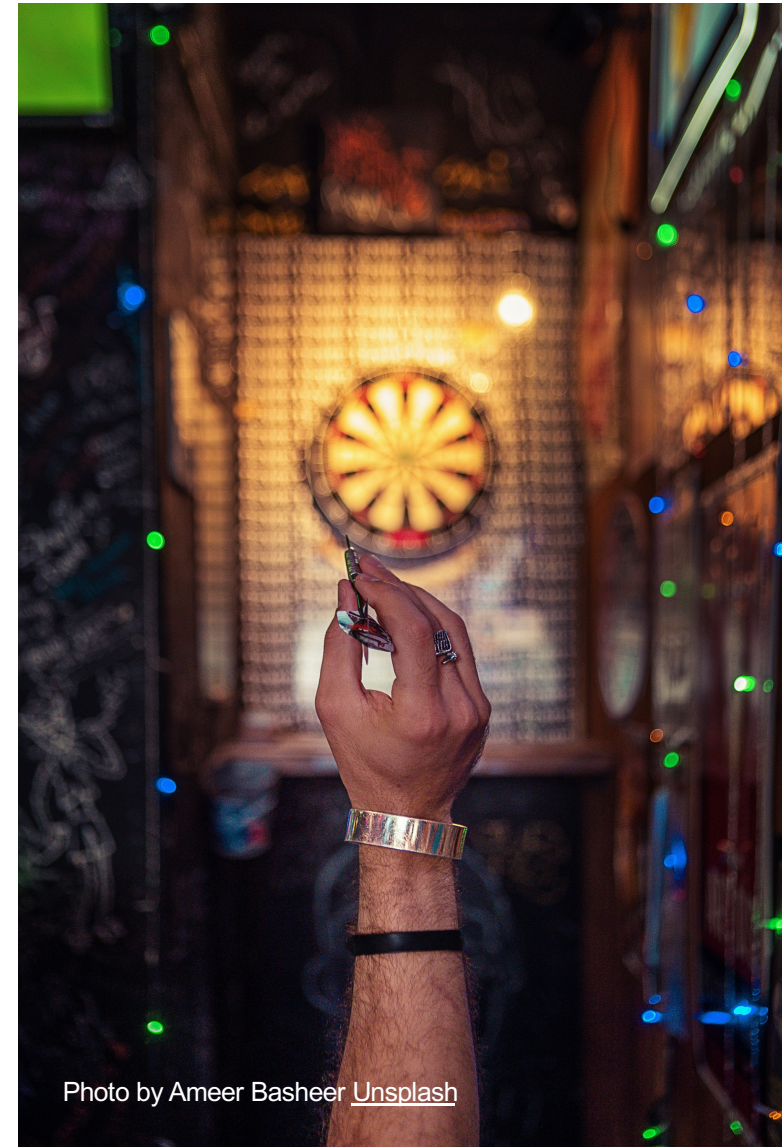
**Frame
Decision**

**Form
Answer**

**Follow
Through**

Follow Through

- Implement Decision
- Realize Outcomes





RACI Foundations

- Introduction
- Roles
 - R – Responsible
 - A – Accountable
 - C – Consulted
 - I – Informed

RACI Example

<div> <div>RACI matrix example</div> <div> <div>R</div> Responsible <div>A</div> Accountable <div>C</div> Consulted <div>I</div> Informed </div> </div>					
Project Activity / Deliverable	Project Manager	Consultant	Architect	Contractor	Client
Define functional and aesthetic needs	I	I	C	I	R
Assess risk	A	R	I	C	I
Define performance requirements	A	R	I	I	I
Create design	A	C	R	I	C
Execute construction	A	C	C	R	I
Approve construction work	I	I	C	C	R

<https://www.tacticalprojectmanager.com/raci-chart-explanation-with-example>



Decision Matrix Roles

- Introduction
- Roles
 - F – Facilitate
 - D – Decide
 - C – Consult
 - R – Review
 - I – Informed



Photo by Justin Kauffman [Unsplash](#)

Decision Matrix - Facilitate

- Facilitate
 - Coordinate and schedule the communication required
 - Facilitate decision making process
 - Ensure all participants are involved to fulfill participation role in the decision



Decision Matrix - Decide

- Decide
 - Actively participate in entire process
 - Create alternatives and reach conclusions
 - If multiple Deciders, all must agree to reach a final decision



Photo by Justin Kauffman [Unsplash](#)

Decision Matrix - Consult

- Consult
 - Actively participate in entire process
 - Give recommendations and opinions on alternatives and decisions
 - Recommendation or opinion may or may not be selected for the final decision



Photo by Justin Kauffman [Unsplash](#)

Decision Matrix - Review

- Review
 - Does not actively participate in the entire process
 - Evaluates the final decision for risk or feasibility
 - Responsible for accepting or rejecting a decision by the deciders



Photo by Justin Kauffman [Unsplash](#)

Decision Matrix - Inform

- Inform
 - Does not actively participate in the entire process
 - Informed of the final decision after any review
 - Focus on key to the follow through who were not part of the process

Decision Matrix

Focus:

- 1. Identify Focus
- 2. Develop Decisions
- 3. Identify Participants
- 4. Determine Roles

F – Facilitate | D – Decide | C – Consult | R – Review | I – Inform



Decision Matrix Practice – Family Vacation

- Focus: Family Vacation/Holiday
 - Real or Imaginary
- 4 to 6 decisions related to planning and experience
- 3 or 4 participants, if possible



Decision Matrix

Focus: Family Vacation - Thankmas

1. Identify Focus
2. Develop Decisions
3. Identify Participants
4. Determine Roles

	Val	Van	Miles & Jocelyn	Evan & Amanda	
Select rental home	F/D	D	C	C	
Select plane flight to Seattle	D	F/D	I	I	
Select rental car	I	F/D			
Approve shopping list	F/D		C	C	
Select Fiesta Friday restaraunt	I	I	F/D	D	

F – Facilitate | D – Decide | C – Consult | R – Review | I – Inform



Decision Matrix Practice – Family Vacation

- Take 5 minutes
- Focus: Family Vacation/Holiday
 - Real or Imaginary
- 4 to 6 decisions related to planning and experience
- 3 or 4 participants, if possible
- Have fun!



Decision Matrix - Kanban

- Decision Matrix related to a Kanban System
- Focus on each step and expand on guidance
- Practice discovery



Step 1 – Identify Focus

- Guidance
 - As-Is vs. To-Be
 - Related decisions
- Identify a Kanban System you have a solid understanding of the decisions and participation
- Select an aspect of Kanban System, such as design, upstream, delivery, etc.
- Capture focus on Decision Matrix



Step 2 – Develop Decisions

- Guidance
 - Focus on decisions not tasks
 - Decompose decisions for clarity
 - Place in order of occurrence
- Pair up and interview each other (5 minutes)
- Capture 4 to 6 decisions on Decision Matrix
- Leave one blank row for later



Step 3 – Identify Participants

- Guidance
 - Names, titles, groups
 - Only essential roles for Inform
- Pair up and interview each other (5 minutes)
- Capture participants on Decision Matrix

Step 4 – Determine Roles

- Guidance
 - Every decision has at least an F and D
 - Leave blanks
 - Complete a decision at a time
- Pair up and interview each other (5 minutes)
- Capture roles on Decision Matrix



Decision Matrix - Debrief

- Partner up with someone new and share your Decision Matrix (5 min)
- Group Debrief
 - How could a Decision Matrix impact a Kanban System?



Decision Matrix Discovery

- Add decision "Approve Decision Matrix"
- Add this to the last row of your Kanban Decision Matrix example
- Sometimes you can start here



Decision Matrix Discovery

- Linger over decision phrasing
- Start with what you do now
- Develop in the open
- Focus on reoccurring decisions
- Iterate
- Respect power dynamics



Workshop – Learning Objectives

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Thank You!

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