

**@decisiveleadership**  
Inspiring Leadership, Driving Success

REACHLX  
CERTIFIED PRACTITIONER

VALUE  
Builder™  
CERTIFIED

# Complex Decision Playbook



## About

This playbook is a tool to assist making a complex decision.

A complex decision often has many options and variables to consider, such as

1. Options that are "close", or produce similar results
2. Options that produce very different results
3. Multiple conditions
4. Significant impact for those involved (stakeholders, companies, individuals)
5. Significant time, effort and financial impact
6. Large amounts of information

This tool can assist in coordinating and collating the information and options.

It can be useful to have an alternative viewpoint to remove unconscious bias, such as a friend, colleague or coach.

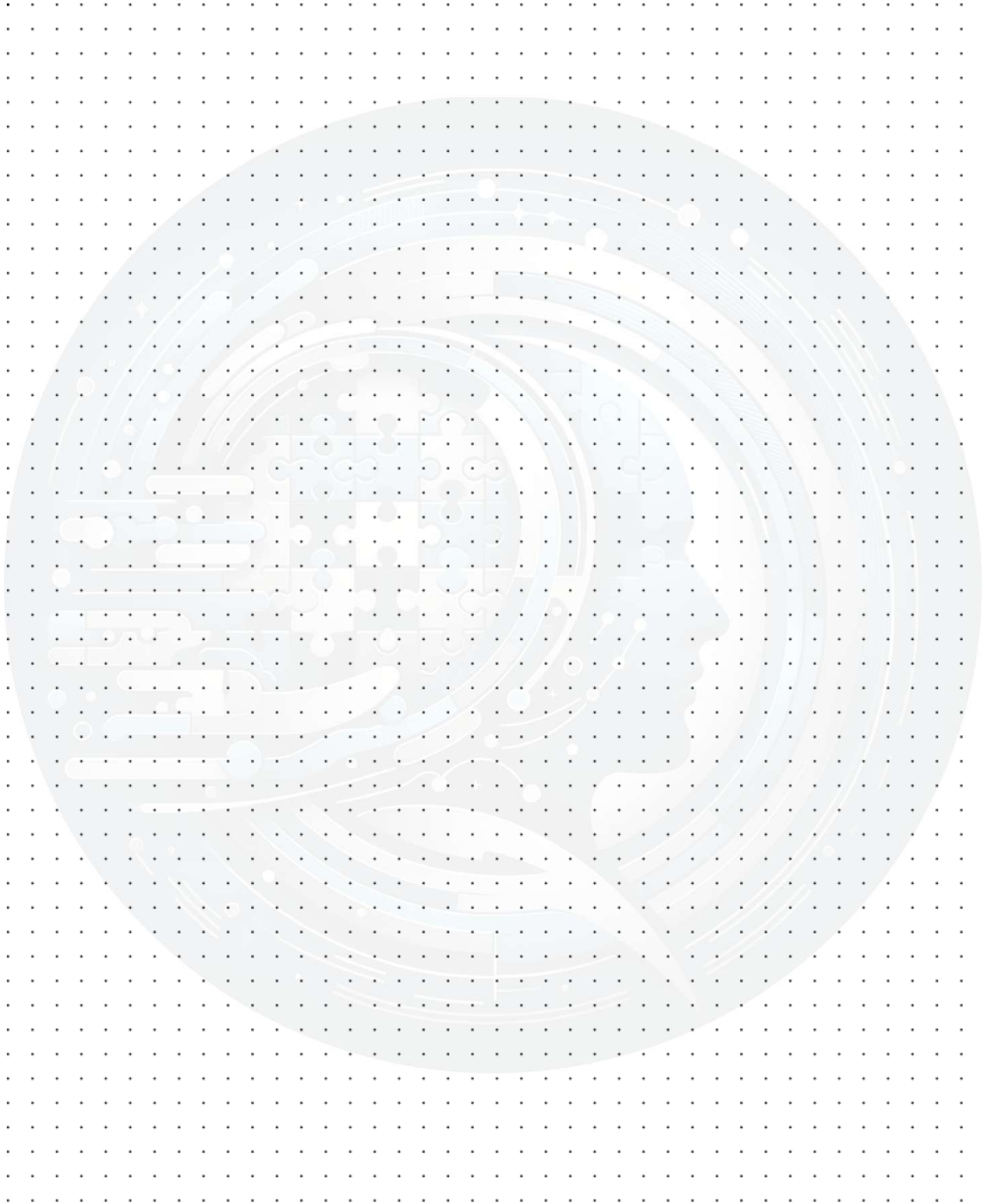
## Instructions

1. Have one page for each option (print additional pages 5-8 as required)
2. Have a clear understanding of the Desired (best) outcome documented at the top of each page
3. Have a brief outline of the option to quickly confirm (especially if there are similar ones). You can go into more detail about an option in the notes page(s)
4. Consider as many UNIQUE OR RELATIVE benefits and concerns as possible  
Since a benefit/concern is RELATIVE, it can only exist in *one option at a time*
5. Give each benefit a score:
  - a. The probability of that benefit as a percentage
  - b. Impact, importance and value.
  - c. 1= low impact/value, 3 = high impact/value.
6. Give each concern a score
  - a. On the probability of that concern occurring as a percentage
  - b. Impact of the concern occurring
  - c. 1=low impact/value 3=high impact/value.
  - d. If a concern is a risk that can be mitigated, then the score of that mitigation should be considered in its place.
7. Multiply the percentage of probability for each benefit/concern with the impact/value and total for a summary of benefit/concern
8. Subtract concern from the benefit to give a relative decision value
9. Consider the scores and whether they accurately reflect the relative value of each option when compared to the others.
10. Review and adjust scores given to each benefit/concern to ensure they accurately reflect the relative risk/value for that option and record on the Decision summary page



# Complex Decision Playbook

## Notes



Option Worksheet

Date:     /     /     Best Outcome: \_\_\_\_\_

Page:         /     \_\_\_\_\_

Option:         /     \_\_\_\_\_

Option outline: \_\_\_\_\_

Positive aspects / reasons for	Prob	Impact
<b>Total</b>		

Negative aspects / concerns / reasons against	Prob	Impact
<b>Total</b>		

Decision value

Other considerations, notes, outcomes, etc.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

# Complex Decision Playbook

## Notes





# Complex Decision Playbook

## Option Worksheet

Date:     /     /     Best Outcome: \_\_\_\_\_

Page:     /     \_\_\_\_\_

Option:     /     \_\_\_\_\_

Option outline: \_\_\_\_\_

Positive aspects / reasons for	Prob	Impact
_____		
_____		
_____		
_____		
_____		
	<b>Total</b>	

Negative aspects / concerns / reasons against	Prob	Impact
_____		
_____		
_____		
_____		
_____		
	<b>Total</b>	

Decision value

Other considerations, notes, outcomes, etc.  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

# Complex Decision Playbook

## Notes

