



Complex decision checklist

1. Identify the problem

- Is a complex decision needed?
- With whom can you define the problem?
- Discuss the problem together.



2. Collect and analyse information

- What information do you need?
- Where can you get information?
- How can you collect experiential knowledge from experts?
- When and where do you analyse the data collected together?



3. Brainstorm solution options

- Who needs to be involved in the brainstorming process?
- Consider several possible solutions.



- *Come up with as many ideas as possible.*
- *Be brave and think outside the box!*
- *Don't shoot down new ideas. The time for assessment is later.*
- *Develop others' ideas further.*



4. Assess and decide

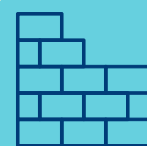
- Who participates in the assessment?
- Agree on the assessment criteria in advance.
- Decide on the most appropriate option together.
- Record the reasons for the decision.

5. When a decision has been made

- To whom will the decision be communicated and how?
- What information does the message contain?
- How do you ensure that the information reaches the right people?
- What else needs to be done when the decision is implemented?



- *Decide on the best assessment criterion. You can also settle on several criteria, e.g. safety, customer satisfaction and cost-effectiveness.*
- *Be sure to consider the long-term effects of the decision.*

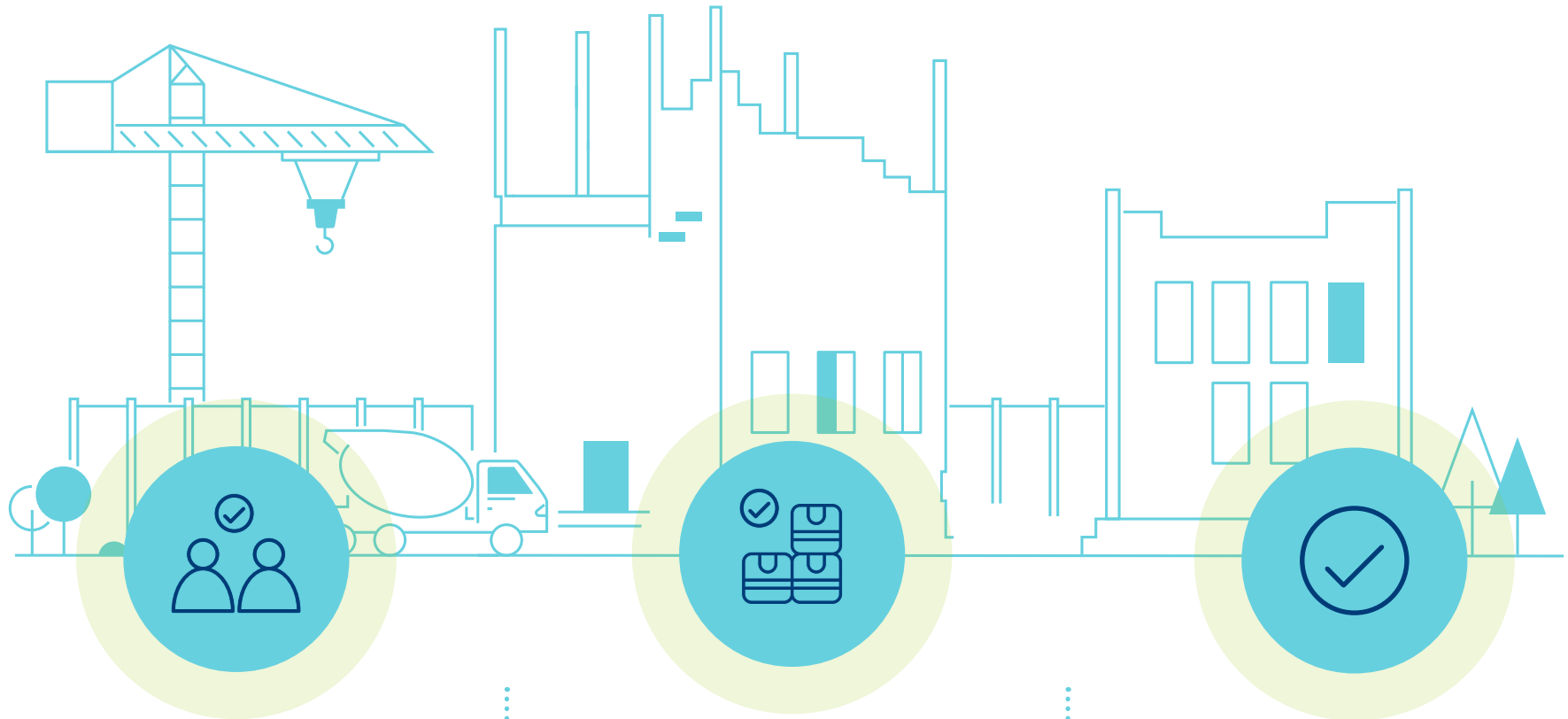


6. Evaluate and learn

- Was it the right decision?
- What stage of the process would you change?
- Were the right people involved at the right time?



Three types of decisions



Routine decision

- A site-specific decision that is made by one or two people.
- Situation-specific instructions are often readily available.
- The decision-making responsibilities are clear.
- The effects of the decision are easy to assess.
- The decision can be made in the same way as before because the circumstances are the same.

For example

- *The safety gate is not in place. It is placed immediately after the observation.*

Complex decision

- A site-specific decision that cannot be made alone.
- No situation-specific instructions are readily available.
- The decision involves several options and different perspectives.
- The decision cannot be made solely on the basis of previous experience or general information.
- The decision requires the collection and analysis of information together with others.
- The effects of the decision are not known in advance.

A decision is complex when two of these conditions are met.

For example

- *A change in working practices always has a major impact on the next work stages.*

Comprehensive decision

- An organization- or industry-wide decision that significantly affects multiple work sites.
- A comprehensive decision does not always solve the entire problem. It can lead to new issues requiring a solution.
- The decision is a compromise that is not perfect for any party.
- With a comprehensive decision, it is difficult to identify its effects and predict their probability.

For example

- *A city block is being built in co-operation with several operators. Problem solving requires everyone's co-operation.*



Why develop decision-making?



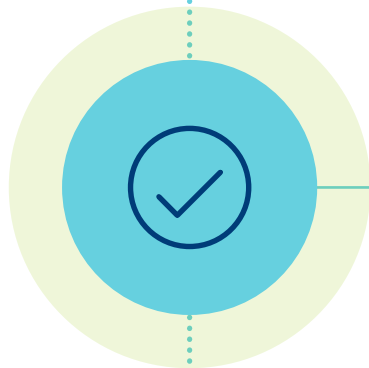
Every employee makes routine decisions

- Made frequently
- Made on the basis of prior knowledge, even intuitively



A complex matter requires a thought-out decision

- The process is slower
- Requires investigation
- Requires extensive expertise
- Several different solutions may be possible



Comprehensive decisions are challenging

- Apply to the entire organization or industry
- Require co-operation and compromises
- It is often not possible to come up with a solution that satisfies all parties.
- The decision will have far-reaching effects.



Decision-making can be practised and developed together!

- Think of decision-making as a process with different stages.
- Complex decisions cannot be made in the same way as routine decisions.
- Sometimes a challenging decision may seem like a routine decision. Be patient!
- Explain the various decisions made at the workplace as part of the orientation process.
- In a crisis, workplaces that have discussed decision-making are quicker to adapt.