

### Situation

- Sense-making. Is the context simple, complicated, complex, chaotic?
- How are we interpreting our experience of this situation?
- What is fact? What is opinion? What is assumption?
- Perspectives and bias? Mental models and ladders of inference?
- Shared understanding?
- When must we decide? Is there time to understand more?

### Options

- How imaginative can we be?
- Are we focused on a problem?
- Or can we imagine a possibility?
- External challenge? Red team? Board member?

### Filters & Factors

Assess/prioritise options by considering:

- Time
- Desired outcomes
- Strategic themes
- Alignment with purpose and values
- Policies, procedures, permissions
- Freedoms and constraints
- Stakeholders? Consultation?
- Staff. Readiness. Wellbeing.
- Compliance: safety, ethics, environment, legal
- Capability, capacity, resources, finance
- Risks and resilience
- Anything else?

### Decide on Option

- At what level should the decision be made?
- Board, Senior Leadership Team, other?
- Log the rationale for the decision made

Situation

Options

Filters & Factors

Decide

Plan

Do

Review

DECISION WHEEL

Desired Outcome

### Review

- Taking action will change the situation
- What now?
- Do we need to go round the wheel again?
- Or has the issue been resolved?
- What has been the learning?

### Do

- Deliver to plan
- Success factor change process?
- Delegations and escalations
- Reporting
- Communicate

### Plan

- Define outputs and desired outcomes
- What, why, who, how, where, when?
- Governance arrangements
- Freedoms and constraints?
- Risks and control measures
- Resources, reserves
- External challenge? Red team? Board member?
- Communicate