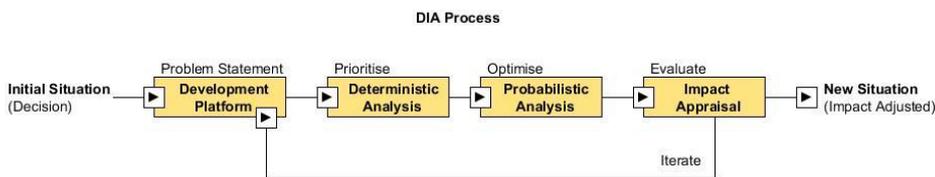


A business decision may have far reaching impacts that go beyond the intent of the decision. Discovering this potential is the aim of a process called Decision Impact Analysis (DIA). The DIA is a secondary analysis of a primary decision making process, i.e. before any action is taken or project implemented. DIA is a structured analytical activity conducted to assess and study the potential impacts to an organisation as a result of a particular management decision or report recommendation. DIA is applicable irrespective of whether decisions are based on formal processes such as risk analysis, a strategic plan, a corporate report, or action items from a high level meeting. The aim of DIA is to provide management with an outcomes logic model describing the decision's potential impact on the social, environmental and economic conditions that shape the lives of people and the organisation as a whole.

METHODOLOGY

The DIA process involves a strong interaction between the analysts and the decision makers to combine analytical and creative thought and team effort. DIA process uses the same iterative approach as the standard 'Decision Analysis Cycle' as a means of ensuring that all the essential steps for an important decision have been taken, but goes further to research the likely impacts of the decision, should the decision be implemented. The DIA process evaluates the impacts upon, (1) the implications of the proposed decision, and (2) the business elements affected by the proposed decision. The outcome of the DIA becomes a further input to the decision making process.

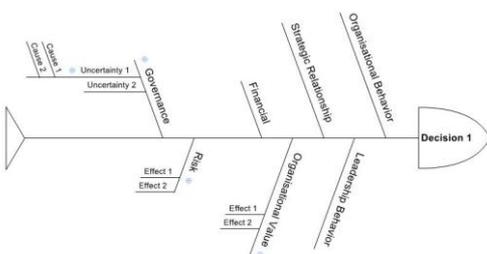


The DIA process comprises four key stages. The development platform provides a structural framework to define and represent the decision problem, the nature of the decision and the major issues surrounding it. The deterministic analysis introduces 'known' variables that have an effect on the decision. Values are assigned to the data and then prioritised to establish importance. The probabilistic analysis introduces risk and considers aspects of uncertainty and probability. The impact appraisal stage uses the data from the preceding stages to evaluate impacts and to see if more data is required in the analysis. The process iterates each time more data is added to the analysis.

DECISION IMPACT ANALYSIS

Mind mapping and brainstorming techniques are used initially to identify the questions that need to be asked and the issues that may arise from a particular decision.

There may be a number of categories that can be used, e.g. organisational behaviour, leadership behaviour, financial, strategic relationships, organisational values, governance, risk, etc.



ADDITIONAL TECHNIQUES

- Multi-Criteria Options Analysis
- Gateway Assessment Survey/s
- Prioritisation and Optimisation Techniques
- Software Models for Business, Risk and Decision Analysis

OUTPUT

Once the process is complete an Impact Analysis Report is compiled containing the outputs of the workshops and decision analysis research, as follows:

- Outcomes Logic Model
- Impact Narrative

- Brainstorming
- Decision Hierarchy
- Decision Quality
- Decision Tree
- Group Facilitation
- Impact Probability
- Influence Diagram
- Probability Distributions
- Root Cause
- Structured Analytical Problem Solving
- Workshop Reporting



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