

# **Decision Coaching: Implementing and advancing corporate decision-making abilities.**

## **Agenda**

- 1) Three reasons behind decision coaching
- 2) Interpretation, Concept & Aim
- 3) Example Sessions
- 4) Who, what, how it works in Calgary & Lafayette
- 5) Benefits & Future

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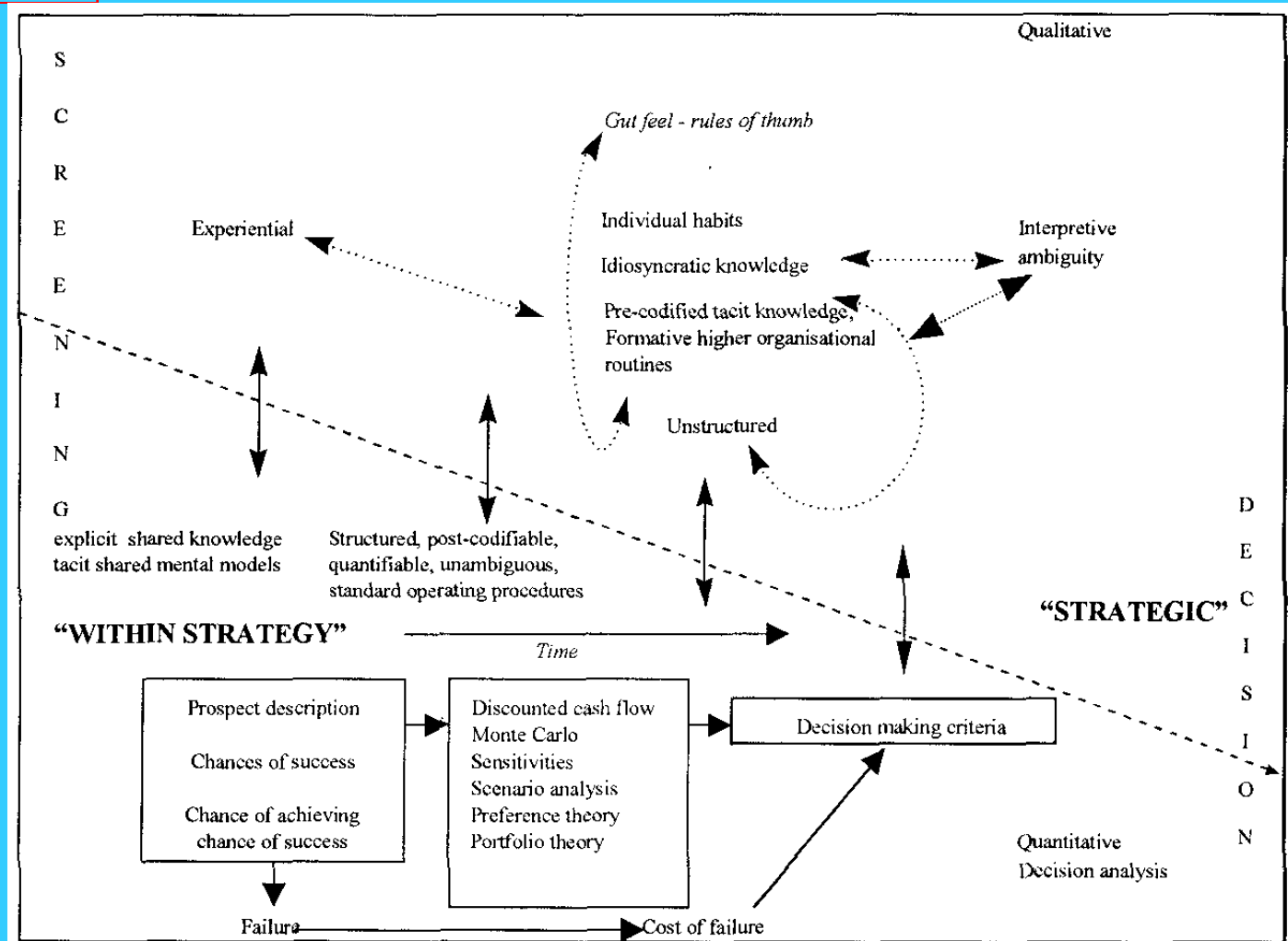
## Reason #1

Often when decision and risk analysis is discussed at a meeting, participants have varied reactions.

## Reason #2

# Oil Industry Decision methods.

Level in the organization



# Decision Coaching are the regular seminars discussing and practicing decision-making.



# Aim of Decision Coaching

- ♦ To remove the subliminal threat.
- ♦ To have regular seminars, where it is ok to say “I don’t understand.”
- ♦ To become a regular user, who is familiar with the tools, techniques.
- ♦ To make them more aware of the variety and scope of the tools, techniques and methods available to cope with the uncertain business world.
- ♦ **Putting our decision-makers in the best possible position to make their decisions.**



# If \$1 to play, how much is this game worth?

**1st throw determines which dice is thrown 2nd.**

**Wonky dice**



**2nd throw: One of the following:**

**1: 4-sided**



**3: 2s & 6s**



**5: 8-sided**



**2: Normal**

**4: 5s Only**

**6: 20-sided**

# Would you convict?

## From the Probability Session

Bert Entwhistle drives a blue cab in quiet Okville, where 15% city cabs are blue and the rest are red. Police officer, M. Brent Jones alleges Bert ran a red light. Officer Jones was the eye witness and identified the blue cab.

Police Officer Jones has over 30 years experience.

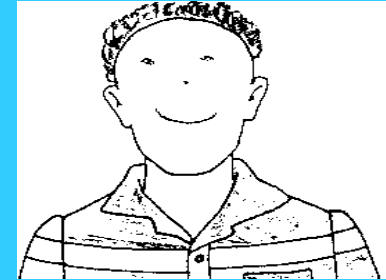
Bert Entwhistle in his defense says Jones needs glasses. And, Judge Weinberg runs tests on Officer Jones eyes, which show that Jones is 80% accurate at identifying a blue taxi from a red taxi under similar conditions that occurred that night.



If you were Judge Weinberg what decision would you make. Would you convict Bert Entwhistle of the alleged offence?

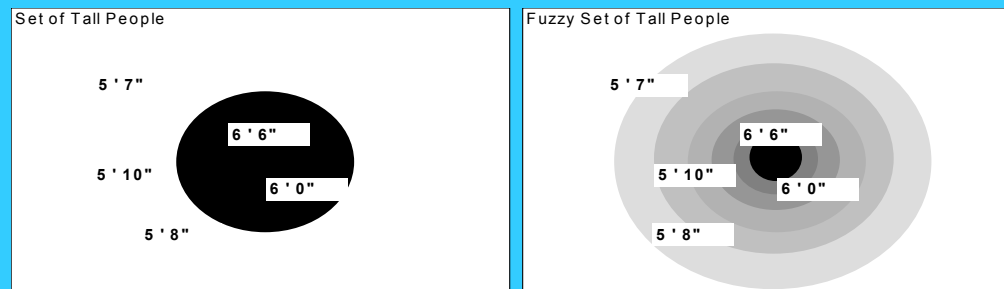
## From advance section: Fuzzy Logic

"Dad is fairly tall and quite handsome."



Kerry Cunningham

- This is an illogical statement regardless of the truth of the matter. In the logical system, I am either tall, or I am not tall people. But Kerry did not describe me being 100% in the set of tall people.
- Instead I am on a fuzzy boundary between tall people and non-tall people
- I am nor a fully fledged member of the set of handsome people.





# Who, when & What?

## Calgary: Executive Management Team

- Every 2 weeks for 30 minutes, immediately before the management team meeting.

- 1) Basics (1)
- 2) Basics (2)
- 3) Probability & Statistics
- 4) How to Lie with Statistics
- 5) Exercise: Mad Cows
- 6) Perfect Value of Information
- 7) Imperfect Value of Info.
- 8) Exercise: Drilling Equipment
- 9) Fuzzy logic



## Lafayette: Decision Board for Exploration Portfolio

- Every 2 weeks for one hour, immediately before their leadership team meeting.

- 1) Basics (1): The Old Sailor
- 2) Clearing Confusion about “Drillworthy”
- 3) Framing an Exploration Example
- 4) Take an Umbrella to Work
- 5) Debundling Conflict
- 6) Influencing “Bob” to Bet Well
- 7) Exploration Work Flow: Process Consistency

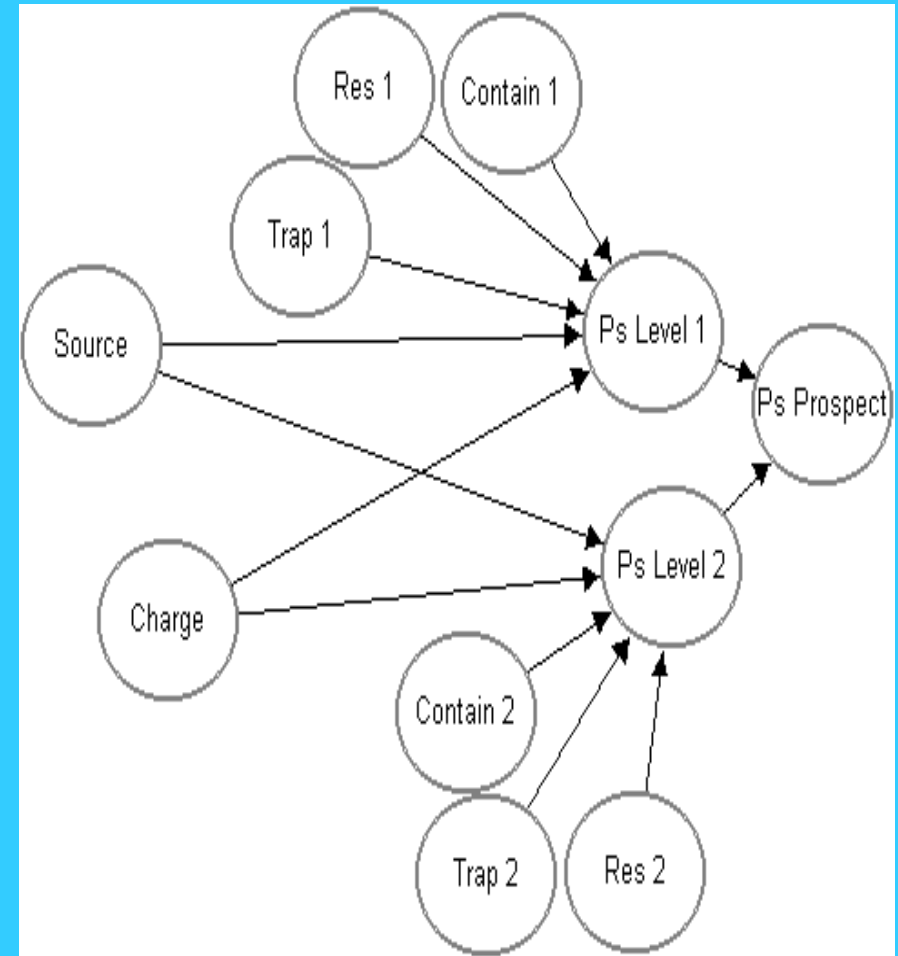


# Sessions Principles:

- Regular and short (30 minutes to 1 hour)
- High interest, high participation, and fun.
- Reminder of techniques, tools and methods, which address uncertainty and decision-making.
- There are few notes; a picture is worth a thousand words.
- Not 30 minutes of session leader talking or presenting.
- Exercises in participation and communication with the group.
- Customization to fit group's needs.

Although custom made sessions, each session follows a similar outline

- Review of Concepts
- Handout: Who/What/Why/How
  - Class conundrums
  - Session Exercise #1- simple generic
  - Session Exercise #2 - their real world example
  - Point of the exercise
- Notes are short on words with lots of diagrams. Email recap often.
- Applied & varied decisions.
- Keep to the time contract.
- Several sessions make up a topic - balance of process work and DA.

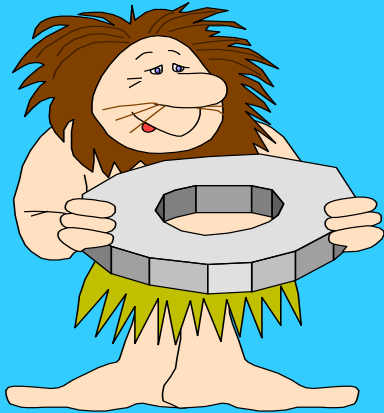


# Strategy: Creating a framework for the problem is crucial to beginning well.



- **The project scope is clarified with sideboards, geographic and functional boundaries using two tools:**
  - Charter
  - Decision Hierarchy
- **Creative alternatives are worked:**
  - Strategy Table & Strategy Themes
  - Scenario Planning/Future State Analysis & Least Regret analysis
- **Qualitative Analyses includes:**
  - PEST, SWOT & Forces models
  - In-depth Competitor Analysis
- **Quantitative Models included:**
  - Risk analysis, Economic models

## A useful question to ask the team: Where are we? What's needed to move forward?



Inefficient- we spend too much or too little time, we make poor decisions or don't have the right people involved at the right time. Evidence is rework, frustration,.....

Great! We spend an appropriate amount of time for the value of the decision, we make high quality decisions with the right people at the right time. Evidence is clarity, efficiency, issues worked together.

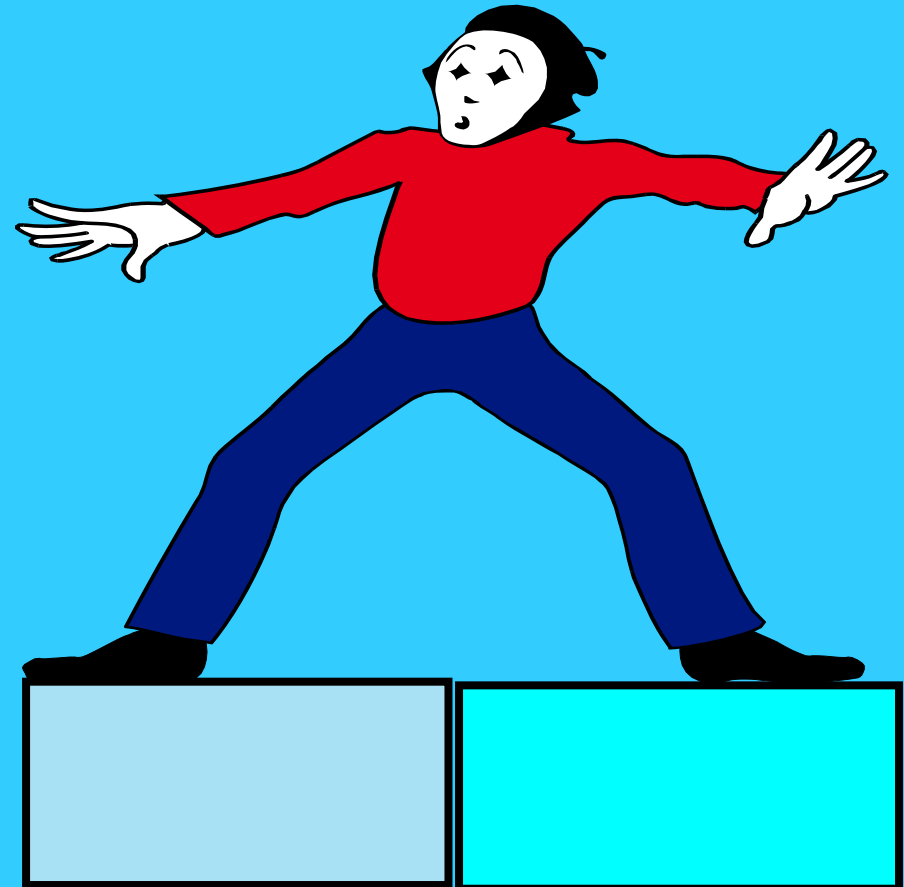
# D&RA: Dialog & Analysis

- **DIALOG:**

- Roles & Responsibilities
- Creativity
- Clarity
- “No surprises”
- GETTING THE RIGHT FRAME
- Asking the right questions

- **ANALYSIS:**

- Using probability
- Economic models
- Focussing on the big variables
- Doing the math
- VOI
- EMV



**Need both for quality, stability, & consistency**

# Is Decision Coaching working?

# Benefits

The management team are very appreciative of the sessions, and the project teams have reported smoother interaction with the management team/decision boards:

- 1) Because they are interested and novel (or so they say).
- 2) It allows a forum to practice making decisions. A result has been more use of D&RA language, which has meaningful discussion.
- 3) They can say they are “doing D&RA” and practicing it.
- 4) “Sharpening the saw.”
- 5) Aligned with Conoco University
- 6) They practice working as a management team, both on fun examples and real-world decision-making.
- 7) Evidence of progress is that D&RA tools are a more comfortable part of decision-making meetings, and D&RA resource help is more often requested.
- 8) Customization to fit group’s needs.



Stages.....These sessions are moving the whole region toward positive cultural change since management is visibly “doing DA”.

- Cultural Change.....
- Organizational Learning - repeated applications in the same domain
- Value Creation - internal consultants work on project applications



# Future Decision Coaching

- Decision coaching continues in Calgary & Lafayette.
- New sessions due to start in Houston and UK at various levels including the highest corporate levels.
- Conoco University (Internal Executive training department) is helping to implement Decision Coaching with the publication of the book (November 2000.)
- Potential Intranet learning.



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