

DAAG2006
Decision Analysis Affinity Group

Staying Relevant and Creating Enduring Value

Keynote Presentation



United States Military Academy



Decision **A**nalysis **S**ociety

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My experiences

Academic

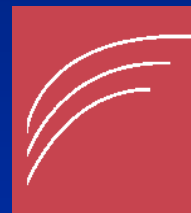
30 Decision Analysis and Operations
Research Short Courses



United States Military Academy



Consulting



TOFFLER
ASSOCIATES®



TASC



Service



Directorate for Science
and Technology



We have had the opportunity to help leaders in many organizations.



Department
of
Energy



Homeland
Security

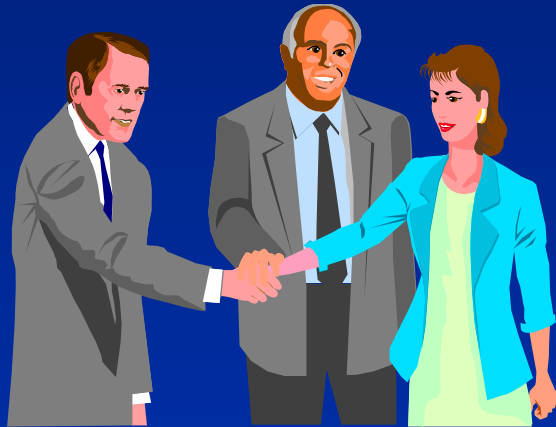


- Strategy development
- Risk analysis of innovative technologies
- R&D Portfolio Analysis
- Customer support portfolio optimization
- Information assurance evaluation of networks
- Future system concept evaluation
- Capabilities Based Planning
- Base Realignment and Closure
- Architecture value and optimization
- Installation management

Top 10 ways to maintain relevance and provide enduring value to your organization.

10. Build relationships and partnerships.

10. Build relationships and partnerships.



- **Internal**
 - **Clients**
 - **Future clients**
 - **Functional Leaders**
 - **IT**
 - **R&D**
 - **Finance**
 - **Data sources**
 - **Thought leaders**
- **External**
 - **Universities**
 - **Professional societies**
 - **Thought leaders**

Top 10 ways to maintain relevance and provide enduring value to your organization.

9. Focus people on activities the leadership values.

10. Build relationships and partnerships.

9. Focus people on activities the leadership values.

- **New strategies**
- **Large programs**
- **New programs**
- **Major risks**
- **Resource allocation**



Top 10 ways to maintain relevance and provide enduring value to your organization.

8. Charge for your work.

9. Focus people on activities the leadership values.

10. Build relationships and partnerships.



8. Charge for your work.

- **People value what they pay for.**
- **Decision-makers have more incentive to insure success.**
- **Decision-makers find time to hear what they pay for.**

Top 10 ways to maintain relevance and provide enduring value to your organization.

- 7. Own part of the decision process.**
- 8. Charge for your work.**
- 9. Focus people on activities the leadership values.**
- 10. Build relationships and partnerships.**

7. Own part of the decision process.

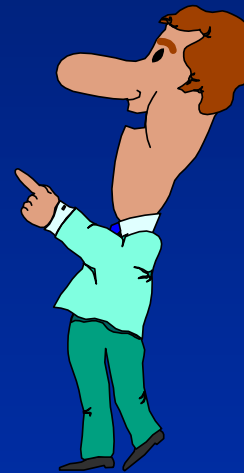


- **Decision process owners**
 - Are participants
 - Obtain resources
 - Control participation
 - Design process
 - Control quality
 - Determine deliverables

Top 10 ways to maintain relevance and provide enduring value to your organization.

- 6. Create new or better alternatives.**
- 7. Own part of the decision process.**
- 8. Charge for your work.**
- 9. Focus people on activities the leadership values.**
- 10. Build relationships and partnerships.**

6. Create new or better alternatives.



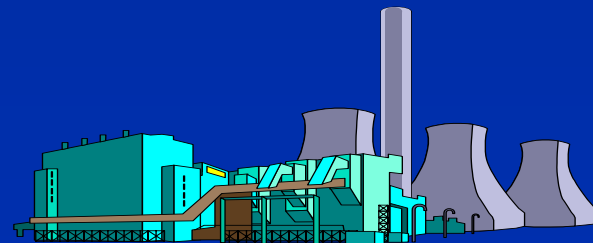
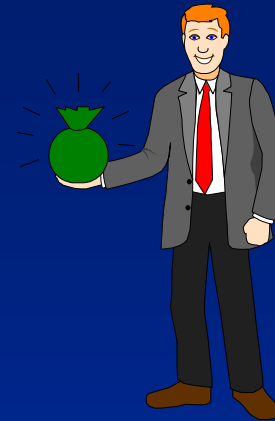
If there are nothing but bad alternatives and you just evaluate alternatives, you will find the “best” bad alternative!

Top 10 ways to maintain relevance and provide enduring value to your organization.

- 5. Help use resources efficiently.**
- 6. Create new or better alternatives.**
- 7. Own part of the decision process.**
- 8. Charge for your work.**
- 9. Focus people on activities the leadership values.**
- 10. Build relationships and partnerships.**

5. Help use resources efficiently.

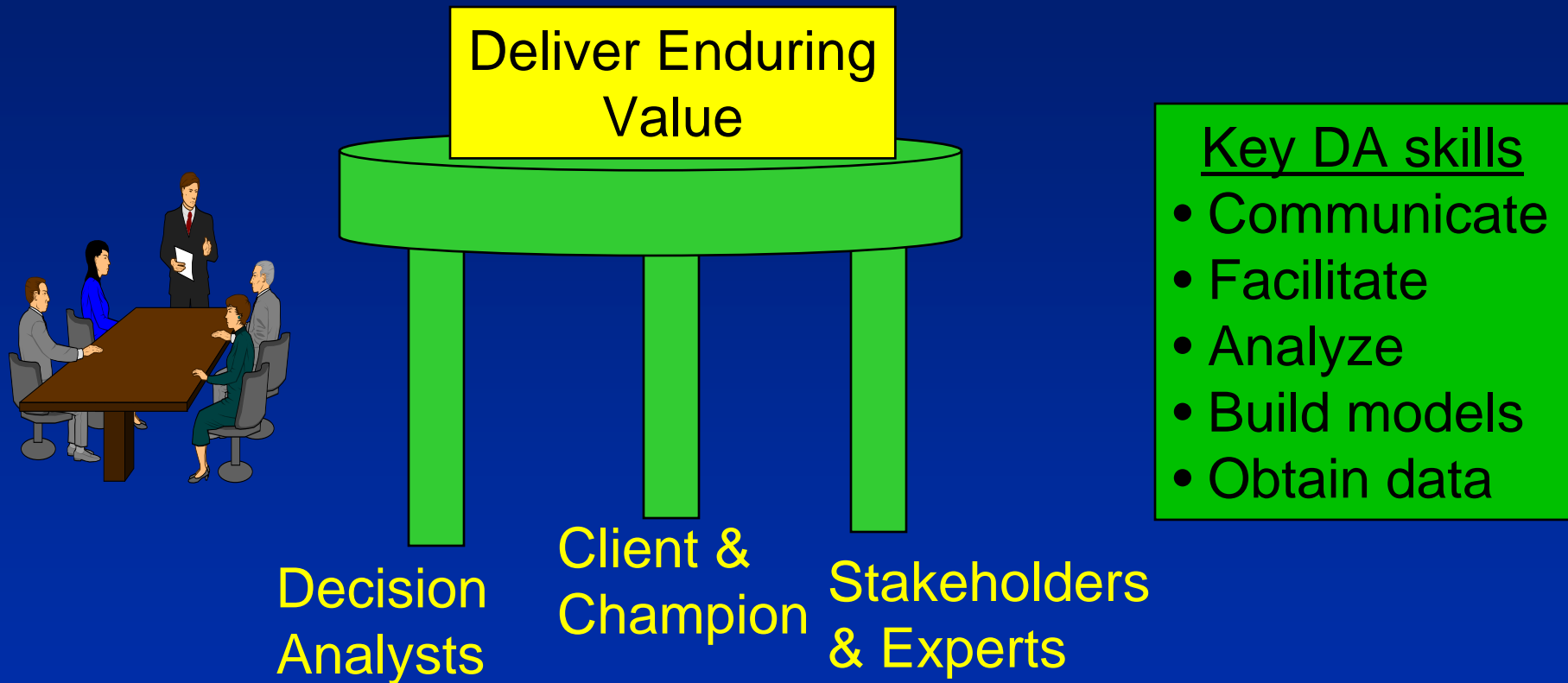
- “Follow the resources”
 - Dollars
 - People
 - Facilities



Top 10 ways to maintain relevance and provide enduring value to your organization.

- 4. Hire, grow, and promote great people.**
- 5. Help use resources efficiently.**
- 6. Create new or better alternatives.**
- 7. Own part of the decision process.**
- 8. Charge for your work.**
- 9. Focus people on activities the leadership values.**
- 10. Build relationships and partnerships.**

4. Hire, grow, and promote great people.



- People are everything.
- Clients listen to those they trust.

Top 10 ways to maintain relevance and provide enduring value to your organization.

- 3. Measure the value you provide.**
- 4. Hire, grow, and promote great people.**
- 5. Help use resources efficiently.**
- 6. Create new or better alternatives.**
- 7. Own part of the decision process.**
- 8. Charge for your work.**
- 9. Focus people on activities the leadership values.**
- 10. Build relationships and partnerships.**



3. Measure the value you provide.

Types of measures

Inputs
(Resources)



Outputs
(Effectiveness
and Value)

- Ewing, P., Tarantino, W., and Parnell G., "Use of Decision Analysis in the Army Base Realignment and Closure (BRAC) 2005 Military Value Analysis," Submitted to *Decision Analysis Journal*, March 2006
- Phillips, L. and Bana e Costa, C., "Transparent Prioritization, Budgeting, and Resource Allocations with Multi-criteria Decision Analysis and Decision Conferencing," Working Paper, LSEOR 05.75, 2005
- Clemen, R. T., & Kwit, R. (2001). "The value of decision analysis at Eastman Kodak Company," 1990-1999. *Interfaces* 31 (Sept-Oct), 74-92.

Publish an annual "Stakeholders Report."

Top 10 ways to maintain relevance and provide enduring value to your organization.

- 2. Perform analysis but communicate the story.**
- 3. Measure the value you provide.**
- 4. Hire, grow, and promote great people.**
- 5. Help use resources efficiently.**
- 6. Create new or better alternatives.**
- 7. Own part of the decision process.**
- 8. Charge for your work.**
- 9. Focus people on activities the leadership values.**
- 10. Build relationships and partnerships.**

2. Perform analysis but communicate the story.

- “Start with the end in mind”
- Perform credible, defensible analysis
- Use best methods, techniques, tools, and technologies
- “When the analysis is finished you are 50% done”
- Use the analysis to find the story
- Tell the story



“Bring the decision-maker through the front door.”

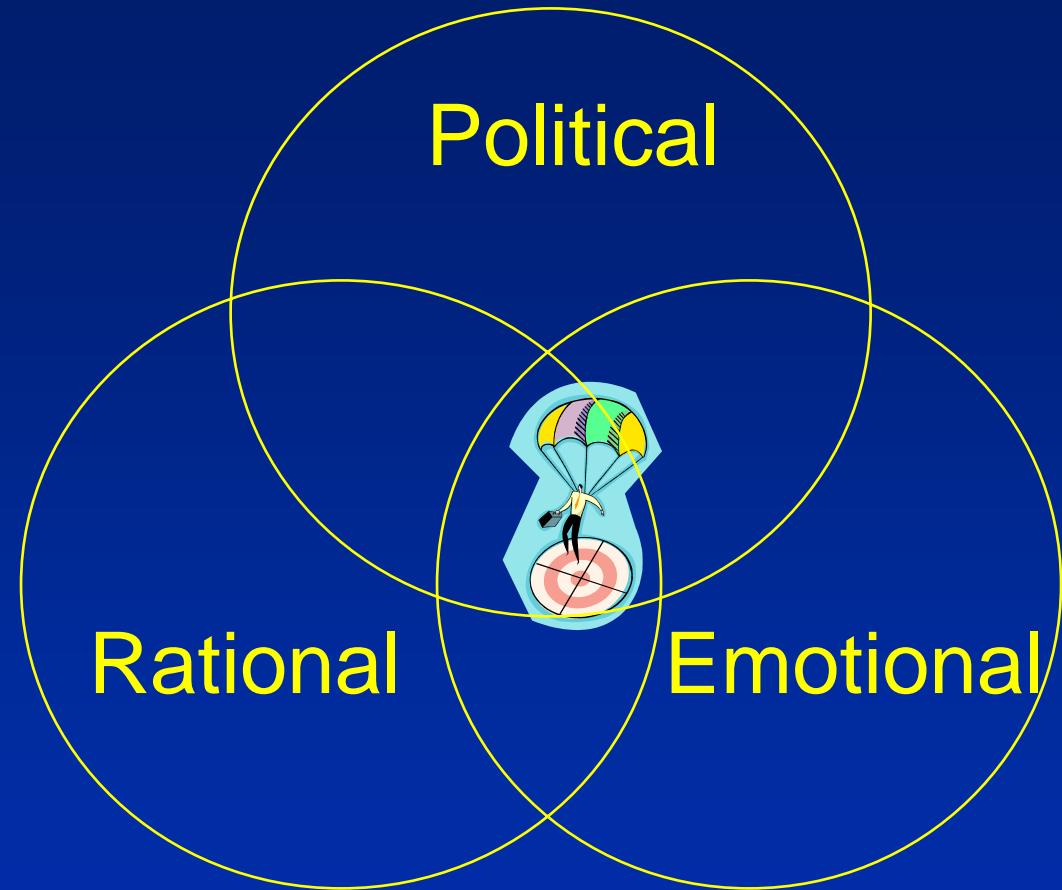
Top 10 ways to maintain relevance and provide enduring value to your organization.

- 1. Help the decision-maker!**
- 2. Perform analysis but communicate the story.**
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1. Help the decision-maker!



1. Strategic objectives
2. Major decisions
3. Major uncertainties



Get leadership and key stakeholders involved at beginning, middle, and end.

Top 10 ways to maintain relevance and provide enduring value to your organization.

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