



NEWSLETTER

Issue 17

June 2020

President's Message

by Pat Leach



Hello, SDP members,

It has been said that our lives are really just the intersection of our choices and the random things that happen to us. That covers decisions and uncertainties, but I'd like to speak today about the third leg of the DA stool, objectives – or more specifically, values (since our objectives are driven by our values).

These are difficult times, to say the least. The world is experiencing a deadly pandemic. As a consequence of people's attempts to slow the progress of the virus, the economy has been all but shut down. And systemic racism has once again reared its ugly head in the U.S., despite the fifty-plus-year-old Civil Rights Act allegedly precluding such a thing. If ever there has been a time to take a step back and think about what your core values are, what is truly important to you, this is it. Self-reflection is facilitated by time spent holed up in your home (unless you have small children, in which case some of the things most important to you are right in front of you. But you still have my sympathies). There are many worthy causes to pursue, worthy values to adopt.

Covid-19 has laid bare the fundamental inequities in our society, as evidenced by the fact that those who are most vulnerable (medically and economically) are the ones most exposed to damage. They generally fall into one of two groups: "essential" workers, most of whom are expected to risk exposure to disease in order to continue to stock our grocery shelves, take our trash away, etc. for very little money; and those at the lower end of the economic spectrum who were

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first to be laid off as businesses went dark. As a civilized people, we need to take care of these folks. I would encourage anyone who can to support their local food bank, for example. When it comes to the tradeoff between slowing Covid-19 and reopening the economy so that people can put food on the table, my angle is: if someone is hungry, we can collectively feed them, but if someone has the novel coronavirus, there's not much we can do for them. So if you can, help feed people.

For the past three or four nights, thousands of people who have adopted the struggle against racism as a core value have marched past the building in which I live. One night, the chief of police marched with them, which I think is wonderful. You may or may not be the marching type, but I encourage everyone to give some thought to what core values *you* would be willing to march (and risk teargas and rubber bullets) for.

I've read several articles about how our lives and our societies will never go back to the way they were before the pandemic. Many companies and industries will disappear for good; others may emerge stronger – perhaps too strong, and in need of some reining in. More fundamentally, we cannot afford to return to a system as fragile as the one that brought us here – one in which workers stand to lose their homes within months of a disruption like the current one, one in which just-in-time supply chains have no redundancy or resilience, one in which a local problem almost instantly becomes global. But if change must be implemented, this becomes a once-in-a-generation opportunity to make things better. Winston Churchill said, “Never let a good crisis go to waste.” We need to stop measuring progress and success by how much stuff we consume (one thing that has become apparent to almost all of us lately is that we don't really need to buy anywhere near as much stuff as we do). For an excellent, thought-provoking example of how capitalism could be modified to generate more of what we truly value, read “Capitalism Redefined” by Nick Hanauer and Eric Beinhocker

[\(https://democracyjournal.org/magazine/31/capitalism-redefined/\)](https://democracyjournal.org/magazine/31/capitalism-redefined/).

We need to transition to a society that doesn't chew through resources and generate wastes at unsustainable rates. We need to preserve a human-friendly biosphere – including a livable climate and healthy ecosystems – for future generations. There's a worthy cause – a worthy value to adopt – for everyone, and this is an extraordinary opportunity to improve how we all live. I hope all of you – especially young people, who are going to have to live on this planet for decades to come – will give serious thought to what your core values are, and then take actions that are consistent with those values.

This is my last message for the newsletter as President. It has been an honor to fill this role, and I have enjoyed working with all of you.

Pat Leach

Congratulations to New SDP Fellow

Brian Putt

Brian retired from Chevron in 2016. He lives in Fremont CA with his wife of nearly 50 years. He still develops analysis techniques using SIPmath for a hobby and maintains a [YouTube Channel!](#), as well as traveling with his 3 children and 9 grandchildren. He attempts to play golf (his words), but is never satisfied.



Congratulations to New SDP Fellow

Leslie Lippard

Leslie is living half her life in Boston and half in Berkeley. The EV of this is somewhere in Nebraska, a place with no name. It's like the EV of a coin flip. She works for Alnylam Pharmaceuticals. She enjoys beekeeping and judo. Although she believes she still has the vestiges of a sense of humor, Leslie says her wife and children would vehemently disagree.



Congratulations to New SDP Lead Practitioner

Pippa Jones

Pippa works for CNOOC International in London as an Economist - responsible for economic evaluations of petroleum and alternative integrated energy projects that are typically complex and capital intensive. She is interested in understanding and delivering transformational change and, in her free time, enjoys outdoor and adventure activities.



Congratulations to New SDP Lead Practitioner

Anthony Proferoe-Winters

Anthony stated that he is delighted and proud to have been certified Lead Practitioner by SDP. He is a front end development manager for Royal Dutch Shell in Norway, where decisions and project management meet to create value. In his free time he enjoys skiing, mountain biking and kite surfing.



Upcoming DAAG Meeting – Don't Miss it!!

On **June 24-26**, the Society of Decision Professionals is hosting the DAAG (Decision Analysis Affinity Group) Conference as a virtual event. This conference has been happening over 25 years for the purpose of providing a platform to allow hundreds of decision professionals from around the globe to join forces for learning, sharing and connecting in the world of using Decision Science to solve the most difficult problems. Because this conference is industry-agnostic, the mix of participants ranges from oil and gas, pharma, movie, airline, automobile, space, government, and many others. Additionally, as part of the tradition, prior to the actual 3 day virtual conference, SDP is offering four (4) high quality short courses that were donated by leading professionals in their fields with the objective to disseminate the art and science of informed decision making globally.



REGISTER HERE



DAAG Virtual Conference		Workshops	1 Workshop	2 Workshops	3 Workshops	4 Workshops
SDP Member	\$ 385	SDP Member	\$ 225	\$ 450	\$ 550	\$ 660
Non-Member	\$ 595	Non-Member	\$ 400	\$ 800	\$ 1,200	\$ 1,600
Students	\$0	Students	\$0	\$0	\$0	\$0
Government	\$ 225	Government	\$ 225	\$ 450	\$ 550	\$ 660

Upcoming Events



**SOCIETY OF DECISION
PROFESSIONALS**
Clarity & Insight for Decisive Action

Upcoming Webinars:

How to Get the Right Decision Frame

*Speaker: L. Alberto Franco, Professor,
Loughborough University, UK*

Wednesday, July 15

8 am PT | 11 am ET

What COVID-19 Can Teach Us About Modeling

*Speaker: Eric Bickel, Associate Professor,
University of Texas at Austin*

Wednesday, September 2

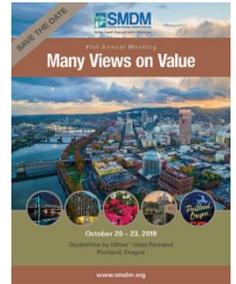
8 am PT | 11 am ET

A Generalized Approach to Bridge Data Requirements to Decision Making

*Speaker: Brian Hagen, Co-founder and
Managing Director, Decision Empowerment
Institute*

Wednesday, October 21

8 am PT | 11 am ET



Save the Date!

[SMDM 42nd Annual Meeting:](#)

Virtual Meeting

October 6 - 27, 2020

The meeting theme is *Relationships in
Medical Decision Making*

Meeting co-chairs: David Meltzer,
MD, PhD and Alan Schwartz, PhD

*The 42nd Annual North American
Meeting, which was scheduled to be
held in Chicago, IL, October 18 -
October 21, 2020, has been
redesigned as a virtual conference
taking place every Tuesday in October.*



ProbabilityManagement.org is offering a series of free webinars on the new 4.0 Enterprise SIPmath Modeler Tools for Windows, hosted by Sam Savage and Brian Putt. Check out the exciting new features of the SIPmath tools in one of our upcoming webinars: <https://www.probabilitymanagement.org/webinars>

Do you know of upcoming professional events that might be of interest to other SDP members? If so, please email the SDP newsletter at newsletter@decisionprofessionals.com



Council Focus

Certification Council:

Do you know what the # 1 challenge people mention when they ask about certification? It is that they don't know any leads or fellows who can provide references for their applications.

The good news is that no matter who you are, there is at least one thing you can do to help solve this problem.

First-- If you are certified at the lead or fellow level, and you have a colleague who you think might want to be certified, you can reach out to that person and offer your support. You can ask them if they'd like to be certified, and offer to be a reference. Acting as a reference takes very little of your time-- we can accommodate written statements or can interview you over the phone. Several of our recent applicants chose to apply because a mentor or a manager told them that they were qualified-- one person told me how nice it was to be approached and recognized in this way.

Second-- If you are one of the members of our community who is highly accomplished but hasn't gotten around to applying for certification, please apply. There is no coursework and no tests; you simply fill out an application telling us about your work. There isn't even a fee; it's a benefit that is included with your membership.

Third-- If you are a member of our community who is early in your career and you do not think that you have enough experience to apply, I would encourage you to check out the application anyway. We have three levels, Practitioner, Lead Practitioner and Fellow. If you work in the DA/DS field, it's very likely that the skills that we look for to support certification are the same ones that your organization looks at to determine your job title. It's quite possible that you are farther along than you think you are, and if not, working on the gaps is likely to support your professional development at your job.

Fourth- If you have previously been certified, is it time for you to up your certification level? Once you have been through the process once, you know how easy it is, and by up-leveling, you gain recognition for your recent accomplishments and support our community.

Finally, if you have filled out the application and are stalled because you don't know any leads or fellows, reach out to me-- llippard@gmail.com and I'll put you in touch with someone in your industry who has volunteered to help people make connections within our community.

I look forward to seeing your application soon!

Leslie Lippard, Council Chair

Council Focus continued on page 7:



Council Focus, continued from page 6:

Membership and Communication Council:

Following on our update in the previous newsletter, the Membership and Communication Council has a few things in the works. An online searchable member directory will be integrated into the new SDP web platform slated for later this year.

Additionally, we have developed a member survey to learn from you, our members, what is important to you about SDP, what you find most valuable and in which areas we might wish to adjust our focus.

This survey is ready to go and in the weeks following DAAG, we plan to send it out.

Chapters & Outreach Council:

The Council met in June to review how the local chapters were navigating their way through the current conditions. There was good attendance, with participation from just about every region. There was universal agreement that the inability to host in-person meetings had presented some near term challenges except for those chapters who were already experimenting with some form of virtual participation. There was common agreement that remote meetings with good content/speakers would likely be an important way forward as many chapters resumed their regular meeting schedules in the coming months.

Jack Kloeber is our newest SDP Newsletter Editor

Jack is an SDP Founding Fellow and past President. Jack lives in Columbus Ohio where he enjoys being a husband, father to 3 and grandfather to 3. He is the Owner of Kromite LLC (Lambertville, NJ) and the CEO of MicroMGx Inc. (Chicago, IL). He is trying to wean himself from cheering for the Eagles and start cheering for Ohio State Buckeyes.

Join Us in Producing the SDP Newsletter

We, the editors, are actively looking for other SDP members to join us in producing this newsletter. If you are interested, please contact us. [Click here](#) to email the editors.

Emilia Silebi, Jack Kloeber, and Steve Tani
SDP Newsletter Editors



Chapter News

Houston Chapter:

The SDP Houston Chapter kicked off 2020 with three successful chapter meetings that were well attended. We continued providing the options for live attendance or via webinar.

Jan 9, 2020

Dr. Paul Papayoanou, Founder & Managing Director of Dragonfly

TALK TITLE: "Extending Decision Analysis with Game Theory"

ABSTRACT - In making build-buy-ally decisions, companies often need to tackle a range of difficult competitive-cooperative dilemmas. To approach these decisions adequately and resolve the dilemmas, traditional decision analysis needs to be extended with game theory. This webinar shows how and why Strategic Gaming—a practical game theory approach that employs a decision analysis workflow of framing, analysis, and dialogue—takes DA to the next level and makes it applicable to a wider range of strategic decisions.

Feb 6, 2020

Jeremy Walker, Vice President of Decision Frameworks

TALK TITLE: "Late Life Asset Decisions: Love, Death and Rock and Roll"

ABSTRACT - Often, we are faced with difficult choices when we are dealing with late life and overly mature assets. With the reframes like an old classic song playing in our heads, our thoughts can become clouded based upon the memories of how things used to be. The debates on the future of these assets can be heated as they often times contain important and vested personnel with deep experience and strong views. These assets compete with other opportunities in the portfolio for people, resources and capital.

March 5, 2020

Dr. Brian W. Hagen, Co-Founder and Managing Director of the Decision Empowerment Institute

TALK TITLE: "Problem, Risk, and Opportunity (PRO) Enterprise Management

ABSTRACT - In your personal and professional life, you make decisions about only one or a combination of three things: (1) how to resolve (P) problems; (2) how to mitigate (R) risks; and, (3) how to capture (O) opportunities. You and every executive and manager own a continuously evolving portfolio of problems, risks, and opportunities. The PRO Dilemma we constantly face: which problems, risks, and opportunities should you pursue at this point in time? To be an excellent decision-maker, you must become a master of resolving the PRO Dilemma. With well over one thousand applications to date, Problem, Risk, and Opportunity (PRO) Enterprise Management (EM) was designed to resolve the PRO Dilemma and is the first decision-analytic methodology that explicitly accounts for both descriptive and normative decision theories leveraging the strengths of human cognition while attempting to minimize the biases and errors we make in judgment. Two decision-analytic innovations—the tipping point of a material consequence, and narrative-based analytics—will be introduced and detailed through examples.

The chapter has been in hunker down mode since the pandemic's emergence and local stay at home orders. In light of the current circumstances, leadership has decided to postpone conversation of the DQ Energy Summit, originally scheduled for the fall, until the situation becomes more transparent. We look forward to the upcoming DAAG conference and will take our cues from the success of a virtual conference.

We are excited to resume activities in the near future with officer elections for the coming calendar year. Outgoing is President Chris Travis and transitioning from Vice President to President is Ray Spence. The chapter would like to sincerely thank Chris for his leadership and steering us through this difficult year. The chapter would also like to acknowledge the tremendous contributions from Secretary Diana Swift, and we hope that that she might reprise her role for another term.





Spotlight on SDP Member William Leaf-Herrmann

In every issue of this newsletter, we turn the spotlight on a randomly-selected member of the SDP to learn more about that member's life as a decision professional.

The editors



William Leaf-Herrmann is a founding Fellow of the SDP. His path to becoming a decision professional started at Purdue University, from which he graduated with bachelor degrees in mathematics and physics. He then was awarded a Churchill Scholarship to study at Cambridge University, where he earned a master's degree in physics. He completed his formal education by earning a PhD in physics at Harvard University.

William then joined Strategic Decisions Group, where he quickly climbed the career ladder to become a Partner, focusing on the life science sector. He left SDG to join IMS Health and is now a Senior Principal in Consulting Services at IQVIA, which was formed through the 2016 merger of IMS Health and Quintiles.

In IQVIA's office in Cambridge, MA, William directs a team of 45 consultants who provide a wide range of services to life science clients. They also work with private equity firms in valuing life science companies. William estimates that he spends 50% of his time developing client relationships and selling projects, 35% supervising project work for clients, and 15% fulfilling the administrative responsibilities he has within IQVIA, including the training of IQVIA's consultants.

Looking back over his long career as a decision professional, William can identify two sources of great personal satisfaction. The first is knowing that he was directly involved in helping many life science companies develop and internalize decision analysis capabilities. Within companies such as SmithKline Beecham, Pfizer, Bristol Myers Squibb, and Abbott Laboratories, William helped train client staff members how to conduct decision analysis projects and worked with them on pilot projects. These companies (and many others) have long-since highly valued their ability to rely on internal capabilities to consistently make high quality business decisions. The second source of satisfaction for William is the realization that during his career he helped guide pharmaceutical pipeline investment decisions that in some cases have led to break-through therapies benefiting many patients world-wide.

A tough challenge that he has encountered in his role as decision professional is in getting some executive decision makers to fully appreciate the value of using decision analysis on their most important choices. Some executives express great discomfort in dealing with uncertainty while others continue to confuse the distinction between making good decisions and getting good outcomes.

William has been an active member of SDP since 2010. He has served on the SDP Board of Directors and currently participates in the Membership and Communications Council. He says that his membership in SDP offers the opportunity to learn from his professional colleagues, via webinars and other channels. And it provides him a sense of community, particularly at events such as DAAG.



Ask the Fellows



Dear SDP Fellows: Would you please address how you would go about helping a City Mayor or State Governor decide on the 'right' re-opening policy? What tradeoffs would/should be considered? How would you handle uncertainty? Who should be included in the decision discussion?

The first Fellow to respond:

I had the opportunity to work with a few local groups on this question and one group half a world away via Zoom. I found similar cognitive biases among the groups but used a fairly simple, common process that seemed to help them reach their decision(s). Interestingly, the paths they chose ended up being quite different.

The most obvious bias was their very narrow frame for the question: Open vs. Closed? This put them into a confrontational advocacy mode that seemed irreconcilable. During those swirling debates, a number of biases (motivational, expert, anchoring, etc.) kept popping up and derailing progress.

The approach that seemed to pull each group back into a civil discourse was the use of a Stakeholder Analysis, development of an Objectives Hierarchy and creation of multiple scenarios.

The Stakeholder Analysis took people out of advocacy mode and helped the group see the whole picture by clarifying the relevance of the situation for each stakeholder, and listing a few of their desired outcomes and their feared outcomes. Then the group was asked to look back from 10 years into the future, starting a vigorous discussion of how their success or failure would likely be measured. Naturally, uncertainties and risks came up that were listed for later discussion. Tradeoffs among objectives were noted, but not much time was allowed for positioning about which side of a tradeoff was better or worse. The focus was on defining the measures of possible outcomes.

Alternative scenarios were created by sub-teams with details of what it would take to maximize a single preferred objective for that sub-group. It was always a pleasant surprise how many alternative pathways and number of contributing actions came out of this step. For each sub-group's scenario, a contingency diagram was created with participation by the whole group. This allowed everybody's concerns about risks, adverse consequences, etc. to be expressed in a fun, constructive way. Tradeoffs of objectives were discussed more calmly for each alternative by having the context of multiple ideas on the table and making it allowable to criticize each of them in turn.

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If you have a question for the SDP Fellows about good practice among decision professionals, please send it to us at [SDP Newsletter: Ask The Fellows](#).



Ask the Fellows, continued from page 10:

For each relevant risk, the group talked about what information would tell them when it was happening and how they would get the data. They created contingency plans for each risk to trigger if things started going in the wrong direction.

None of the groups felt they had the time to quantify the uncertainties or probabilities to help them select a pathway. They felt that among all of the scenarios, their discussion of tradeoffs resulted in a few no-regrets steps, and they agreed on a set of reversible actions that they could monitor and a set of contingencies they would be ready to trigger when the data so indicated.

Another Fellow offered an approach:

I would have the Governor or Mayor undertake a decision analysis using Ron Howard's "life and death decision analysis" principles. There, the value of life depends strongly on the probability of death. The probable death count due to reopening is highly uncertain, again pointing to uncertainty analysis techniques. Micromorts would be used for the mortality side of the equation but the utility function should also include economic damage forgone from opening earlier – a tradeoff function.

Your question about who should be in the room is a difficult one. Ideally it would be state infectious disease specialists (from whom to capture the mortality uncertainties) and state economists (from whom to capture the economic-damage-forgone uncertainties). Again ideally, you would have state lawmakers make the societal utility tradeoff between micromorts and economic damage forgone.

A third Fellow responded as well: (paraphrased)

This is a fascinating question and my first knee-jerk thought is: Would I offer to help them? I have made it a primary rule that I will not be involved in Decision Justification.

If I *were* to deal with those leaders, I think the first step would be to identify their Values: Public Health and Safety, Economic Well Being (not independent from health and safety), and Political Credit. If they only want Decision Justification or are only interested in the Political Credit value, I would step aside.

We would like to thank the Fellows for their responses, especially Gary Bush, Frank Koch, and Harry Saunders (in no particular order). The decisions are important, risky, and time sensitive – could there be a better time for a good decision making process to be used?

A Word From an SDP Sponsor

In every issue of this newsletter, we include a message from one of the SDP sponsors, whose support contributes significantly to the on-going success of the Society.



KROMITE LLC, founded in 2003, is an award-winning Decision Analysis firm located in Lambertville, New Jersey. KROMITE employs a diverse professional staff with backgrounds in operations research, statistics, business management and strategy as well as a variety of engineering disciplines. KROMITE is well suited to help clients gain the needed insights to make a variety of tough decisions with confidence. KROMITE has provided rigorous and insightful solutions for firms large and small in industries ranging from Non-Profit to Pharma to Agriculture to Manufacturing to Oil and Gas.

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Better alternatives can be devised through changing parameters in a system model, allowing the plant managers and production leads the ability to see the consequences of their decisions.

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A Proud Sponsor of SDP since the beginning. Visit www.kromite.com, call us at 215 805 0783 or email us: info@Kromite.com

Brain Teaser

Congratulations to Fred Krumm

The answer to the brain teaser posed in the March issue is that, using the optimal strategy, you have a 50% probability of claiming the envelope containing the greatest amount of money. A full explanation of the answer can be found by [clicking here](#). For the second consecutive time, Fred Krumm was the first to submit a correct answer.

THE JUNE BRAIN TEASER

Instructions: You can win "bragging rights" by being the first to submit the correct answer of this brain teaser to the newsletter editors ([SDP Newsletter: Brain Teaser](#)). We will announce the winner in the next issue.

Apples and Bananas

There are three boxes, one containing only apples, the second only bananas and the third both apples and bananas. The boxes were once correctly labeled, but unfortunately the labels have been moved so that each box is now incorrectly labeled. By observing just one piece of fruit drawn from one of the boxes, can you determine the contents of each box?

Useful Links

The SDP Board has posted the Society's Bylaws and Policy and Procedure Manual, which can be found at: <http://www.decisionprofessionals.com/about/governance>

A listing of courses in decision analysis available to SDP members is at: <http://www.decisionprofessionals.com/courses/training-program>