DAAG 2018 CONFERENCE

April 10- 13 Vancouver, BC, Canada

The Society of Decision Professionals

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Preconference Day 1: Tuesday, April 10

Society of Decision Professionals Workshops

WORKSHOP 1: The Skills and Science of Facilitative Questioning

Instructor: Katherine Rosback, KRE Inc.
Time: 8:00am – 12:00pm

Abstract: The data is clear: over sixty-percent of organizational transformations fail due to lack of commitment and alignment with the organization's culture. Unfortunately, the change leaders often turn to a directing or mandating style in the hopes of increasing organizational uptake. The problem with that is, it doesn't work. Mandates activate the brain's fight or flight centers, creating defensive posturing and oppositional moves at a time when you are seeking to cultivate the engagement critical to success. The skilled use of facilitative questions, conversely, transforms a group's ambivalence or resistance to change by stimulating the brain areas that support motivation and a sense of ownership. People become engaged. Rooted in over two decades of extensive research and practice of facilitative questioning, this engaging and interactive workshop introduces participants to the science and psychology of question types and structures, and provides opportunities to practice sequencing questions using personal examples.

Workshop Takeaways:

- Understanding of the essential phases for effective decision-making conversations.
- Skills in structuring more effective questions, particularly those questions that are aimed at drawing out underlying values and resolving differences.
- Personal feedback on how to improve the facilitative application of questions.

Who Should Attend:

- Decision makers, facilitators, and/or team leads.
- Mediation / OD consultants or leads.
- Individuals involved in conflict resolution discussions.

About the Workshop Leader

Katherine Rosback

Katherine Rosback has a B.S in Chemical Engineering and a M.A. in Organizational Communication, both from Purdue University. She earned her certification as a Certified Quality Engineer in 1989 and is a trained DA facilitator. Her background includes working as a Supplier Quality Engineer with a manufacturing firm, a Project Manager and Director of Quality with a medical diagnostics firm, and a lead facilitator with a strategic planning consulting firm. She currently works as an independent consultant and has facilitated hundreds of must-succeed meetings and critical organizational conferences for clients in the oil and gas, pharmaceutical, airline, and medical diagnostic industries, and many other not-for-profit and educational organizations. When facilitating decision-making groups, she is commended for the way she effectively guides groups through complex discussions necessary to clarify the choices and help them reach better decisions.

Katherine's highly acclaimed workshop, "Leading to Resolution," has been taught throughout the US and around the globe including in China, Norway, the UK, and Canada to technical personnel, project managers, DA facilitators, and leaders. She is the author of the soon-to-be-published book, ASK, INSPIRE, SOLVE.: The Science and Practice of Facilitative Questioning.

WORKSHOP 2: Leading Decision Conversations: Improving Projects Through Better Decision Clarity

Instructor: Frank Koch, Koch Decision Consulting
Time: 1:00pm – 5:00pm

Abstract:
Major projects are frequently driven by stage-gate processes and project execution principles that are designed to support good decision-making, but often produce contrary results. Many projects tend to be schedule-driven and/or activity-driven, and decision-making is often structured to expedite the progress of the project, rather than to create the most value from the opportunity. This decision approach can lead to rework that results in project delays and cost overruns. In addition, some decision professionals and project leaders, perhaps unintentionally, contribute to the problem by insisting on strict adherence to the decision process and driving unnecessary work in the name of analytic completeness. Fortunately, these same individuals are in a unique position to shift the decision process from "doing the analysis required by the process" to "promoting the right conversation about the decision through facilitation and targeted analysis."

In this workshop, participants will explore a model by which decision professionals and project leaders can guide project teams and their management to better decisions by promoting a more constructive dialogue within the project management process. The decision conversation model focuses on three aspects: Understanding the decision, Improving the decision, and Taking Action on the decision. In addition to managing the project schedule and cost, the decision conversation needs to be managed to ensure that the project is achieving the expectations and objectives of the organization and that the decision makers have a clear understanding of the potential consequences of the decision – both good and bad. The workshop will be interactive and participants will be expected to bring examples of when their decision process either aided or hindered project progress and effectiveness.

Workshop Takeaways:
Workshop participants will learn how to facilitate and participate in project meetings in a way that keeps the focus on adding value and improving project decisions. They will also learn the key elements to building and maintaining project value, and how to avoid common traps.
Who Should Attend:
Executives, project managers, decision professionals, project team members.

About the Workshop Leaders

Frank Koch
Frank Koch specializes in decision-maker coaching and the development of decision-making organizational capability. He has over 30 years of experience in strategy development, decision analysis, major capital project evaluation, opportunity valuation, applications of game theory to decision analysis, behavioral aspects of decision making and portfolio management. Frank has coached executive teams, project decision-makers, and most recently high school students helping them evaluate complex decisions. His experience includes decisions in oil & gas exploration & production, refining & marketing, information technology, environmental strategy and college and career decisions. He has taught decision analysis

classes including Introduction to Decision Analysis, Introduction to Game Theory, Decision Quality for Decision Makers, & Framing and Facilitation of Complex Decisions.

Along with colleagues Larry Neal and Brian Putt, Frank won the 2010 Decision Analysis Society Practice Award. Frank is a founding fellow of the Society of Decision Professionals and is a past president. In 2012 he completed his term as the first executive editor of the Society of Petroleum Engineers' peer reviewed journal: SPE Economics & Management. He has been a member of the Decision Analysis Society Council (2014-2016). He has participated as keynote speaker and chairperson in numerous industry and professional conferences; and has served on the steering committees for various industry forums on Risk Management, Portfolio & Asset Valuation and Strategic Decision Making. Frank has a B.S. in geology from the University of Rochester (1974) and an M.S. in geology from Stanford University (1981).

Since retiring from Chevron, Frank has increasingly focused on bringing quality decision making to high school students. Through his affiliation with the Decision Education Foundation, he has led workshops in decision quality to incoming high school freshmen and has taught workshops and classes for high school students at Thurston High School and the Academy of Arts and Academics (Springfield OR school district) as well as workshops for the Oregon Association of Student Councils. He was selected volunteer of the year for the Springfield School District in 2016. Frank has found high school students to be far better and more rapid learners than senior executives, as well as being much more fun to work with!

Preconference Day 2: Wednesday, April 11

Society of Decision Professionals Workshops

WORKSHOP 3: Ethics in Decision Making

Instructor: Professor Ron Howard, Stanford University
Time: 9:00am – 12:00pm

Abstract:
We live in a time when ethical challenges seem to plague us. Leaders in responsible positions are under more pressure than ever to strengthen their ethical sensitivity alongside their strategy acumen. In fact, the time to think about ethics is long before one is actually faced with an ethical dilemma. This workshop is an opportunity for participants to be coached in building their own personal code of ethics to guide their decision-making. Such a code helps people to avoid getting into situations that turn into ethical dilemmas in the first place. This workshop also provides a unique perspective that dramatically alters the frame during negotiations.

Workshop Takeaways:
Participants will leave with the distinctions necessary to build their own customized ethical code, tailored to their ethical worldview. They will also understand how ethics underpin all decision-making, including during negotiations. Key concepts include: Action-Based vs Consequence-Based; Positive vs Negative Ethics; Bronze, Silver, Golden, Platinum Rules; No White Lies; No keeping of secrets without permission.

Who Should Attend:
Anyone who would like to build the core leadership skill of ethical sensitivity in decision-making.

WORKSHOP 4: Social Change without Coercion

Instructor: Professor Ron Howard, Stanford University
Time: 1:00pm – 4:00pm

Abstract:
We live in a time when ethical challenges seem to plague us. Leaders in responsible positions are under more pressure than ever to strengthen their ethical sensitivity alongside their strategy acumen. In fact, the time to think about ethics is long before one is actually faced with an ethical dilemma. This workshop is an opportunity for participants to be coached in building their own personal code of ethics to guide their decision-making. Such a code helps people to avoid getting into situations that turn into ethical dilemmas in the first place. This workshop also provides a unique perspective that dramatically alters the frame during negotiations.

Workshop Takeaways:
Participants will leave with the distinctions necessary to build their own customized ethical code, tailored to their ethical worldview. They will also understand how ethics underpin all decision-making, including during negotiations. Key concepts include: Action-Based vs Consequence-Based; Positive vs Negative Ethics; Bronze, Silver, Golden, Platinum Rules; No White Lies; No keeping of secrets without permission.

Who Should Attend:
Anyone who would like to build the core leadership skill of ethical sensitivity in decision-making.

About the Workshop Leader
Professor Ron Howard

Dr. Ron Howard directs teaching and research in the Decision Analysis Program of the Department of Management Science and Engineering at Stanford University, where he has worked since 1965. He also is the Director of the Decisions and Ethics Center, which examines the efficacy and ethics of social arrangements. Professor Howard defined the profession of decision analysis in 1964 and has since supervised several doctoral theses in decision analysis every year. His experience includes dozens of projects that range over virtually all fields of application, from investment planning to research strategy, and from hurricane seeding to nuclear waste isolation. He has been a consultant to several companies and was a founding Director and Chairman of Strategic Decisions Group. He is President of the Decision Education Foundation, which he and colleagues founded to teach decision skills to young people.

He has written four books, dozens of technical papers, and provided editorial service to seven technical journals. He has lectured at universities around the world, including the former Soviet Union and the People's Republic of China. Some of his unique life experiences have led him to his current research interests in ethics, life-and-death decision making, and the creation of a coercion-free society.

In 1986, Dr. Howard received the Operations Research Society of America's Frank P. Ramsey Medal for Distinguished Contributions in Decision Analysis. In 1998 he received from INFORMS the first award for the Teaching of Operations Research/Management Science Practice. In the same year, he was elected to the National Academy of Engineering and received the Dean's Award for Academic Excellence.

Professor Howard earned his doctorate in Electrical Engineering from MIT in 1958.

DAAG Conference Welcome Reception and Keynote at the Coast Coal Harbour

Time 6:00pm – 9:00pm

Keynote Speaker: Hal Kvisle, Former CEO of Trans Canada and former CEO of Talisman

Hal Kvisle began his career in the Canadian energy sector at age 17, and has worked for Canadian and international energy companies for more than 40 years. He held engineering, finance and management positions with Dome Petroleum Limited from 1975 to 1988, and then founded Fletcher Challenge Energy Canada, leading that company through its exceptional growth period from 1990 to 1999. He served as CEO of TransCanada Corp. from 2001 to 2010, and was CEO of Talisman Energy from 2012 to 2015. He currently serves as board chair of ARC Resources Ltd, and as a board member of Cona Resources and Finning International.

Mr. Kvisle has previously served as a board member of several Canadian companies, including the Bank of Montreal, Talisman Energy, Methanex Corporation, Fletcher Challenge Canada, Norske Skog Canada and PrimeWest Energy. He served as Board Chair of Mount Royal University from 2002 to 2007 and currently serves on the advisory council of the Canadian Centre for Advanced Leadership at the Haskayne School, University of Calgary. Mr. Kvisle also served for many years as a board member and national board chair of the Nature Conservancy of Canada, and currently serves as co-chair of a national fundraising campaign for that organization.

Hal Kvisle holds a Bachelor of Science in Engineering from the University of Alberta and a Master in Business Administration from the Haskayne School, University of Calgary.

DAAG Conference Day 1: Thursday, April 12

Registration & Breakfast

Time: 7:30am-8:00am

Conference Welcome

Time: 8:00am – 8:30am

Conference Chairs: Len Falsone, Shell & Pat Leach, Independent Strategy Consultant

Session 1: From Data to Decisions

Time: 8:30am – 10:00am

Chairs: Reidar Bratvold, University of Stavanger & Max Henrion, Lumina

Session Theme:

The recent growth in papers, books, conferences, and executive focus on data analytics has been tremendous, yet, it is not clear that this growth has led to value creation through improved decision making. Data has no intrinsic economic value. Data only has value if it can improve the quality of our decisions.

The objective of this session is to discuss and debate how to generate real value resulting from better decisions leveraging big data.

Big Data, Decision Analysis, and the Art of Bus Maintenance

Max Henrion, Lumina Decision Systems, Inc.

Abstract:
As decision analysts, we share some of the widespread enthusiasm for the ever larger amounts of data now available – but recognize that it only brings business value only to the extent it improves decisions. For example, fleet managers are installing devices in buses and other vehicles to record GPS location, acceleration, engine temperature, pressure, and much more, producing massive quantities of data. We conducted a decision analysis to estimate the expected value of using this data to help mechanics decide when to replace engines and perform other maintenance. The analysis guides data analysts on what kind of data analytics is worthwhile, and provides a basis for simple data-driven decision rules to schedule maintenance to reduce costs and the inconvenience of road-side breakdowns.

Bio:
Max Henrion is Founder and CEO of Lumina Decision Systems, which offers the Analytica and Cubeplan software for decision and risk management, and enterprise planning, and consulting to develop custom decision-support tools for industry and government. Max was previously on faculty in Social and Decision Science at Carnegie Mellon University, where he is now Adjunct Professor. He was Vice President of Decision Technology at Ask Jeeves, and the founding President of the Society for Uncertainty and Artificial Intelligence. He has a BA from Cambridge University, Master of Design from the Royal College of Art, and PhD from Carnegie Mellon. He has published three books and over 70 articles in decision analysis, artificial intelligence, and energy policy. He led the "Rigs to Reefs" project, which received the Decision Analysis Practice Award in 2014.

Ensemble-based Decision Making

Geir Evensen, International Research Institute of Stavanger (IRIS), Bergen, Norway and Nansen Environmental and Remote Sensing Center (NERSC), Bergen, Norway

Abstract:
The recent trend in big-data and artificial intelligence suggests that we can base decisions on data alone without the need to satisfy a physical theory. However, there may be a way to make decisions by optimally taking into account both theory and observations. It is, in fact, possible to maximize the information content by combining high-dimensional and nonlinear dynamical models with big-data using data-assimilation methods.

Computationally efficient ensemble data-assimilation methods are now used operationally in centers for weather prediction and by the petroleum industry. These methods provide forecasts based on an optimal integration of big-data and models, and they include uncertainty estimates represented by an ensemble of realizations. The realizations can accommodate non-Gaussian and multimodal statistics and thus pave the way for probabilistic decision making. The lack of standardized methods has so far prevented users from exploiting the full information contained in the ensemble when making a decision.

This presentation will discuss the possibility of implementing computationally affordable methods for probabilistic decision making that integrate well with the ensemble-based modeling currently used in many disciplines in the Earth Sciences.

Bio:

Geir Evensen works as Chief Scientist at IRIS in Bergen. Also, he holds a secondary position at the Nansen Center in Bergen. He has a Ph.d. in applied mathematics from the University of Bergen. Previously he has worked as a researcher for 11 years at the Nansen Center and 13 years in Statoil. He is an expert on data assimilation and has developed and introduced the Ensemble Kalman Filter (EnKF) which is now the most used method for data assimilation in the Earth sciences. He has published a book on data assimilation and more than 60 scientific journal articles.

Big Data and its Implications for Probability Assessment and DA Practice

Chris Dalton, Syncopation Software, Inc.

Abstract:

The field of Decision Analysis has for the most part met the rise of "Big Data" with a collective shrug. We have our theoretical foundations, which are indifferent to data quantity, and a long standing practical focus on the value of information, which gives us a logical framework for both allocating our analytical resources during a project and evaluating information gathering alternatives. In short, we don't have a problem. However, it would be unwise for us to ignore the rise of popular interest in data, the changing perceptions of the role of decision advisor, and the genuine utility of bountiful and easily accessible data. This talk discusses what we can and should do better with all this data, and includes a probability assessment group exercise involving traffic safety data.

Bio:

Chris Dalton is CEO and co-founder of Syncopation Software, the publisher of the DPL and DPMX decision support software products. Mr. Dalton has over 20 years of experience consulting in decision analysis, risk analysis, real option valuation and scenario planning. He has advised a variety of blue chip clients in the pharmaceutical, electric power, high tech, and oil & gas industries in proven methods to improve performance and reduce risk. His focus is on engagements creating decision systems and processes which leverage management science and technology to improve decision quality on an ongoing basis. He shared the Decision Analysis Practice Award in 2009.

Prior to co-founding Syncopation, Mr. Dalton held positions with PricewaterhouseCoopers, LLP and Applied Decision Analysis, Inc. He holds a B.Sc. in Mathematics from Cal Poly and an M.Sc. in Applied Mathematics from Carnegie Mellon.

Session 2: Culture, and Its Impact on Decision-Making

Time: 10:30am – 12noon

Chairs: Kelly Herwick, Intel & Christa Roemkens, Chevron

Session Theme:

To reap the full benefits of a structured decision-making process, the availability of a high-quality decision analysis skillset is only one key ingredient. This session explores what it takes to provide and support a strong, vibrant, decision-making culture that enables an organization to realize its potential no matter where it may be in the implementation of organizational decision quality. In particular, this session will focus on how decision makers can help or hurt the creation of that robust decision-making culture. Join us as we hear from industry experts on this critical component of decision-making.

Connections Among Organizational & Personal Decision Frameworks

John Chachere, HERE Technologies

Abstract:

Individual decisions and social decisions are profoundly interdependent. In business, for example, Decision Analysis' "structured conversation leading to clarity of action" often affects decisions only when there is "structured collaboration leading to consensus of action." This talk brings industry examples to highlight the practical value and theoretical importance of relating organizational and decision frameworks.

Bio:

John Chachere (Ph.D., P.M.P.) has specialized in multi-disciplinary approaches to multi-dimensional problems over 25 years in analytics software and management. Currently, John is a Senior Technical Program Manager overseeing data science and data strategy at HERE Technologies, an enterprise of 10,000 people in more than 50 countries that provides mapping and other location services.

John's distinctive social, technical, and business toolkit has enabled contributions across a wide range of industries. These include logistics by air (ticket pricing for United), sea (planning and scheduling for Sea-Land), land (supply chain for Oracle Industry Applications), space (safety-critical analytic software for NASA's Human Spaceflight operations), and multi-modal operations (organizational design simulation for USTRANSCOM). Outside transportation, John worked in telemedicine for startup Advanced Care Technologies, in sustainable building design for the Stanford Graduate School of Business, and in Indie computer gaming. Immediately prior to HERE Technologies, John worked with financial services guru Ray Dalio and Watson founder Dave Ferrucci in core management at the world's largest hedge fund.

His love of learning took John from his undergraduate at University of California, Santa Cruz, to Stanford University School of Engineering. Here John completed not one, but four graduate degrees spanning Computer Science, Operations Research, and Engineering Management. As a student and (later) Consulting Assistant Professor, John developed radically performant methods of collaborative engineering that were taught at Stanford for many years.

Building an Environment of Strong Decision Making Capability at Chevron – What We Have Achieved and What We Have Learned

Walt Szopiak, Chevron Energy Technology Company

Abstract:

Drawing on his extensive leadership experience, Walt will share his perspective on the journey Chevron has been on to create an environment conducive to good decision making. He will describe how the building blocks of process, tools and culture have enabled Chevron to tackle some difficult decisions with confidence and commitment, as well as where they can lead to failure modes. He will share some thoughts on how everyone, but especially those in leadership roles, can contribute to building a culture that supports robust and responsive decision making.

Bio:

Walt Szopiak is vice president of Downstream Technology & Services for Chevron Energy Technology Company at the Richmond (CA) Technology Center. He is responsible for Process Research, Process Engineering, Products & Analytical Services, Materials & Equipment Engineering, and Site Services. Previously Szopiak served as vice president of Strategy, Planning & Technology (SP&T) for Chevron Corporation, where he was responsible for leading Downstream & Chemicals' (DS&C) strategy formation and business planning for refining and marketing, lubricants and Chevron's petrochemical business, as well as process technology and information technology for DS&C. Prior to that role, he was general manager, Manufacturing & Petrochemicals Strategy for SP&T.

From 2010 to 2014 he held the position of general manager, Manufacturing & Supply for Chevron Oronite's additives business. Based in Singapore, he was responsible for manufacturing and supply activities in the Asia Pacific region. Szopiak was in charge of the global business development activities for Chevron's refining system from 2008 to 2010. Prior to that, he spent more than 20 years in a number of technical and operations management roles across Chevron's Refining and Global Supply & Trading organizations. He is a member of Chevron Phillips Chemical board of directors. He has served on the board of directors for Star Petroleum Refining Company Limited in Thailand, Caltex Australia and Indian Additives Limited. He was also Chevron's board member for the National Petrochemical and Refiner's Association from 2007 to 2008 and the Singapore Chemical Industrial Council from 2010 to 2013. Szopiak joined Chevron in 1983 as a process engineer at the El Segundo Refinery after earning a bachelor's degree in chemical engineering from Virginia Polytechnic Institute.

Lunch / Keynote Presentation

Time: 12:00pm – 1:00pm

Keynote Speaker: Eleanor Bergin, Economics and Decision Analysis Advisor, Hess Corporation

Eleanor Bergin has been with Hess Corporation for almost 10 years. She is currently an Economics and Decision Analysis Advisor in the Exploration organization. Prior to joining Hess, Eleanor worked as a trader and analyst in the Electric Power and Agricultural industries. More importantly, she is an exceptional wife and rock star mother of two daughters and enjoys travelling and volunteering. Eleanor's educational background includes a B.A. in Economics and an MBA from the University of Texas at Austin and Louisiana State University, respectively.

Real Life Framing: Facilitation and Decision Quality in the Non-Profit Space Aiding Houston Flood Recovery

In August 2017, when Hurricane Harvey dumped more than a year's average rainfall on Houston over the course of just a few days, no one was untouched by the resulting devastation. Many organizations were left to sort through the damage and figure out how to return to normal. Schools had a particularly complex set of decisions to make and a more compressed timeframe in which to do so. The circumstances created an optimal environment to employ techniques which are second nature to decision analysts yet foreign to most people. Beginning with the decision criteria of safety and timeliness and building consensus around a problem statement, a group of people unfamiliar with Framing was able to generate a strategy table within a few hours. From this point, the team moved forward with clarity and focus and successfully reopened a severely flooded school campus in less than two weeks. Team participants ranging from clergy to educators to medical school compliance officers were relieved and impressed with the efficiency with which decisions were made. This was a great example of how well the decision quality approach used in industry was successfully transferred and scaled to the non-profit arena.

Session 3a: Leveraging Failure

Time: 1:30pm – 3:00pm

Chairs: Scott Evans, Markamind; Bill Haskett, Haskett Consulting; Elayne Ko, Pfizer

Session Theme:

When implementing decision analysis and/or working within research projects, it is a given that we will experience failure. In this session, we will explore how to prepare for the future in a way that helps decision makers, asset team members, and decision professionals to view failure as an asset, rather than a liability. We will learn from experienced decision professionals and participate in a discussion of threats, learnings, and opportunities.

Xtreme Facilitation – Hard Lessons from the Trenches

Keith Gardner, AstraZeneca

Abstract:
The new decision science practice at AZ, which started in 2013, encountered many failures along the four-year path to its present situation. We began by changing the way that decision trees and choice processing (MCDA) were conducted after repeated complaints. We experimented with many different approaches to portfolio modeling which did not catch fire. After all this "redirection" we finally found a way to deliver superb facilitation by ignoring some of the wisdom offered from standard techniques and offering instead, a customized version that suits our users just fine.

Bio:
Keith Gardner is the Senior Director and founder of the Decision Science Practice at AstraZeneca. He came to AZ in after a long career in Defense and the Intelligence community. His background is in Mathematics, Operations Research and Decision Analysis. He and his team have been delivering results using decision trees, multi-criteria choice, recruitment modeling, facilitation and strategic planning.

Project Selection Is the Key to Leveraging Failure Productively

David Matheson, SmartOrg

Abstract:
The purpose of a portfolio of innovation projects is to deliver growth from an investment, and the portfolio's power to drive growth depends on the projects we select to be in it. Yet we often treat project selection like a gumball machine: because we are uncertain of the potential value of the projects presented to us, we spend our money, crank the handle and hope whatever comes out is worth it. Rather than leaving so much of our growth potential to chance, David advocates instead for a better machine. The more you know about your innovation portfolio and the projects in it, the better the choices you will make about which projects to invest in, which ones to shelve, and which ones to pivot in new directions. With the right tools and the framework to use them properly, you can narrow your focus to a selective set of projects and devote your resources to learning plans that leverage both uncertainty and failure to your advantage.

Bio:
David Matheson is the co-founder, President and CEO of SmartOrg. His experience spans decades and he has worked with clients in industries ranging from nuclear waste management to motion picture studios. SmartOrg provides a decision-making technology platform that facilitates executive decision conversations around evaluating projects under uncertainty and managing innovation portfolios. David co-authored the book, The Smart Organization: Creating Value through Strategic R & D (Harvard Business School Press), based on his work benchmarking the performance of hundreds of companies, and has taught strategic portfolio management at Stanford University.

Panel discussion

The final session will be an interactive panel, giving DAAG attendees the opportunity to extend the discussion on Leveraging Failure. This includes providing additional insights on the application of decision analysis (DA), and/or dealing with the subtleties associated with opaque organizational implementation issues.

Panelists will include speakers from the session: David Matheson, CEO of SmartOrg, and Keith Gardner, Global Head of Decision Sciences at AstraZeneca; and Andrey Gutkovsky, Decision Analyst at Chevron Energy Technology Co. The panel discussion will be facilitated by session co-chair Bill Haskett.

Bio:

Andrey Gutkovsky is a Consulting Decision Analyst with Chevron, with three years of DA experience. His major focus areas are framing and facilitation, financial modeling and valuation, and probabilistic analysis. Andrey engages with Refining, Midstream, Supply Chain, Strategy, and Business Development organizations to drive investment efforts and champion decision quality. Prior to Decision Analysis, Andrey spent 7 years in the Chevorn Downstream and Technology organizations managing an array of engineering projects. He received his B.S. in Mechanical Engineering from California State Polytechnic University, Pomona, his M.B.A. from University of California, Berkeley, and is a California licensed Professional Engineer.

Session 3b: Decision What? Beginning a Sustainable DQ Journey

Time: 1:30pm – 3:00pm

Chairs: Jeremy Brann, Shell & Candace Junge, Amgen

Session Theme:

Decision Analysis and Organizational Decision Quality feel intuitive and natural when they are explained, and yet reality finds them difficult to implement and sustain in many organizations. New, exuberant practitioners often run into implementation roadblocks, or have early success only to watch their efforts fizzle out. This session will provide two hands-on learning activities and a Q&A session to help new practitioners to think through simple ways to communicate and share the effectiveness of DA/DQ. Attendance by experienced practitioners will help pass along practices worth replicating and reinforce efforts that will lead to a sustainable DQ journey.

This interactive session will discover topics of interest from the attendees that will drive the direction this session takes. Two short presentations related to the discovered topics will be given followed by group Q&A/story sharing. The session will end with an implementation story based on stimulating divergent and creative thinking to help embrace Decision Quality.

Discussion 1 – Based on Feedback

Pete Naylor, BSc, PhD, CEng, CSci, FIChemE
Senior Decision Quality Consultant, Shell

Bio:

Pete Naylor has over 32 years' experience in delivering consultancy, service and research projects to the upstream oil and gas industry. He is a Principal Technical Expert in Decision Analysis/Decision Quality and helps managers to make complex decisions, taking full account of both uncertainty and diverse stakeholder objectives. He also has an extensive track record in Project Risk Management and helps managers to achieve their objectives on time and within budget. He has worked within integrated teams on a wide range of projects including oil & gas field appraisal and development strategies,

refurbishment of large scale processing facilities and asset integrity management. Previously, Pete was the manager of a Special Core Analysis Laboratory, which featured reservoir condition in-situ saturation measurements.

Prior to working in the oil and gas industry, he was responsible for research into large-scale steam explosions in support of the civil nuclear power programme.

Discussion 2 – Based on Feedback

Alper Fer
Global Decision Analysis Consultancy Mgr, Shell E&P
Bio:
Alper Fer holds Bachelor of Science in Computer & Control Engineering from Istanbul Technical University and Master in Business Administration from New York Institute of Technology. He has joined Shell E&P in 1993 straight after his undergraduate studies. To date he has taken various roles in Petroleum engineering, Economics & Planning, and Front End project leadership in several Shell operating units around the globe. Since 2014, he is leading a group of Decision Analysis consultants based out of Houston helping to improve Decision analysis and Decision Quality in Shell.
Alper has two sons, and enjoys traveling with his family.

Kickstarting Your DQ Journey via the Introduction of DA

Joe Kralik, Amgen
Abstract:
XXXXX.
Bio:
XXXXX.

Session 4: Risk Management versus Decision Analysis – Do we need both?

Time: 3:30pm – 5:00pm
Chairs: Reidar Bratvold, U. of Stavanger; Max Henrion, Lumina; Carl Spetzler, SDG

Session Theme:
What is the relationship, overlap and gap between Risk Management (RM) and Decision Analysis (DA). The DA perspective of managing risks is through our decisions. At the same time, there does not seem to be much reference to the DA process, models, or literature in the RM world. This is interesting given that Decision Theory and DA rests on 300 years of research whilst the development and focus on RM is more recent. In this session we will explore and attempt to clarify the relationship, overlap, and gap between RM and DA.

The Failure of Risk Management: Why It's Still Broken and How to Fix It

Doug Hubbard, Hubbard Decision Research

Abstract:

Doug Hubbard, author of The Failure of Risk Management, will talk about what he is adding to his second edition of this book and what has changed or not since the first edition was released in 2009. This session takes a close look at misused and misapplied basic analysis methods and shows how some of the most popular "risk management" methods can actually be worse than unaided expert intuition. He promotes the idea that risk analysis is really a subset of Decision Analysis and that risk management would benefit from better use of quantitative methods. Doug will show revealing empirical research about the benefits of some methods over others and will make specific recommendations for moving the field forward.

Bio:

Douglas Hubbard is the president of Hubbard Decision Research and the inventor of Applied Information Economics (AIE). He is also the author of four books: Wiley's How to Measure Anything: Finding the Value of Intangibles in Business, Pulse: The New Science of Harnessing Internet Buzz and How to Measure Anything in Cybersecurity Risk. He has over 120,000 copies sold and three of his books are required reading for the Society of Actuaries exam prep. He is also on the editorial board for an upcoming special issue of The American Statistician on the use of statistical inference in scientific method. He began his career in quantitative management consulting in 1988 and he has applied his innovative methods in many governments and corporations since 1994.

The Upside of Risk

Carl Spetzler, CEO, Strategic Decisions Group

Abstract:

The two standard setting bodies for ERM (Enterprise Risk Management) – COSO and ISO 31000 – have increasingly redefined risk from a chance of something bad happening to include the upside of uncertainty. While this causes confusion with boards of directors and C-level executives, it also leads to the convergence between the worlds of decision and risk management professions. In this session I will address what challenges and opportunities this trend creates for both professions.

Bio:

Carl Spetzler is CEO of SDG. He is a longtime Decision Professional and a Fellow in the SDP. As a DQ champion, he is passionate about bringing DQ to youth as well as to the leaders of our institutions.

The Evolving Role of Risk Management Professionals

Christine Maligec, CRM-E, CRIS, Risk Officer, Enterprise Risk Management, Alberta Blue Cross

Abstract:

Since Sarbanes Oxley Act of 2002, enterprise risk management (ERM) has become a major function in most North American Corporations with board level oversight. In this session we will review the typical ERM implementation and how the role of risk officers is evolving.

Bio:

Christine Maligec, CRM-E, CRIS is currently the Risk Officer at Alberta Blue Cross. With over 14 years of insurance and risk management experience, Christine is able to bridge her understanding across multiple

industries and disciplines to look at risk from a holistic perspective. In 2014, Christine started an informal, grassroots ERM networking group in Edmonton. In addition, she supports the Conference Board of Canada's Strategic Risk Council by co-chairing the advisor counsel.
As an active Risk & Insurance Management Society (RIMS) member, Christine has been involved with her local RIMS chapter for over a decade and is currently the President of the Northern Alberta chapter. Christine's chapter will also be hosting the 2019 RIMS Canada Conference in Edmonton.

Panel Discussion: The Role of Decision Professionals in the world of ERM (Enterprise Risk Management)

Panelists:

Reidar Bratvold, Max Henrion, Christine Maligec, Carl Spetzler.

Day 1 Wrap-Up

Time: 5:00pm – 5:30pm

Chairs: Len Falsone, Shell & Patrick Leach, Independent Strategy Consultant

Networking Event and Dinner at the Stanley Park Tea House

Time: 6:00pm – 9:00pm

DAAG Conference Day 2: Friday, April 13

Breakfast

Time: 7:30am-8:00am

Day 2 Kick-Off

Time: 8:00am – 8:30am

Session 5: Emotions and DA: Is There a Role for Emotions and Meaning in Decision Analysis?

Time: 8:30am – 10:00am

Chairs: Elayne Ko, Pfizer; Eyas Raddad, Lilly;

Session Theme:

If emotions are often a source of bias in decision-making, what happens to those people who are unable to incorporate emotions in decision-making due to brain damage? Instead of becoming better decision-makers, they get much worse, according to the last two decades of neuroscience research. Decision Analysis has often viewed emotions in decision-making as a source of biases for decision-making. Science has now shown this view to be incomplete. The human executive function is intimately connected to emotions. In this session, we will create a space to examine how emotions can contribute

to Decision Analysis beyond biases. We will present the latest advances in neuroscience, show work that utilizes feelings to guide decision-making, and explore the evolution of decision quality to incorporate emotions in a way that lets us make both purposeful and meaningful decisions.

Emotions and DA

Somik Raha, Ulu Ventures

Abstract:

We have learned too well not to trust those pesky emotions when making decisions. Advances in neuroscience now suggest that we may have gone too far, and that our view of emotions as a source for biases is good but incomplete; it is now turning out that without emotions, we actually can't make decisions! In this talk, we will look at those advances in neuroscience that would cause us to re-examine how we practice Decision Analysis and, in particular, how we engage with values. We will share how Decision Analysis becomes far more powerful when it incorporates this perspective.

Bio:

Dr. Somik Raha is a Decision Analysis PhD alum from the Department of Management Science and Engineering at Stanford University. His PhD dissertation titled "Achieving Clarity on Value" focused on aligning decisions with core values, and he has continued to build on that research and share it publicly. He was Head of Product at SmartOrg for 6 years, where he led a team to build the world's first Excel-based Portfolio Decision Analysis platform on the cloud. At Ulu Ventures, Somik works at the intersection of values, decision analysis and technology.

Group Dialogue: DQ: The Way Forward

We will facilitate a group-exploration into evolving Decision Quality to incorporate the latest advances in neuroscience.

Bios:

Elayne Ko currently holds a Director position at the Portfolio and Decision Analysis (PDA) group within Pfizer, Inc. She has over 15 years of experience in applying decision analysis to investment decision-making under uncertainties. Her focus is primarily within the pharmaceutical industry; in particular, drug research and development (R&D) decisions, long-term planning, and disease area/portfolio prioritization. She works with both the R&D teams and senior management making funding decisions. Elayne has worked – in the consulting and corporate settings – across several industries including healthcare information technology, oil & gas and mining. Prior to Pfizer, Elayne held positions as Portfolio Manager at Siemens Health Services Strategy Group, Manager at Deloitte Financial Advisory Services LLP, and Senior Consultant within the Applied Decision Analysis (ADA) group of PricewaterhouseCoopers (PwC). Elayne obtained a BSc in Management Sciences and MSc in Decision Sciences from The London School of Economics.

Eyas Raddad, BPharm, MBA, PhD, Sr Research Advisor, Decision Science and Portfolio Strategy, Lilly Research Laboratories. Eyas is a seasoned drug discovery and development researcher, strategist and innovator. Since he joined Eli Lilly and Company in 2001, he applied sophisticated data analytics and strategic frameworks to improve decision making in drug discovery and development process, and led a group of scientist in his technical area of PK/PD. He later moved to Chorus, the industry-renowned innovative early development engine, where he established the PK/PD function, and helped advance tens of novel drugs to a decisive proof-of-concept stage, setting a record that is the envy of the industry. He continues to pursue efforts that help increase the productivity of the drug discovery and development

innovation cycle. Over his career, he implemented Decision Analytic techniques in drug development applications. In 2017, Eyas established and led Research Decision Analytics function in Lilly Research Laboratories, with a mission that includes portfolio management, decision consulting and decision education. A native of Jordan, Eyas holds a BS in Pharmacy (University of Jordan; 1997), and a PhD in Pharmaceutics (University of Georgia; 2001). To aid his innovation and transformation agenda, Eyas completed an MBA from MIT-Sloan School of Management in 2013.

Dr. Somik Raha is a Decision Analysis PhD alum from the Department of Management Science and Engineering at Stanford University. His PhD dissertation titled "Achieving Clarity on Value" focused on aligning decisions with core values, and he has continued to build on that research and share it publicly. He was Head of Product at SmartOrg for 6 years, where he led a team to build the world's first Excel-based Portfolio Decision Analysis platform on the cloud. At Ulu Ventures, Somik works at the intersection of values, decision analysis and technology.

Session 6: Involving Communities of Interest in the Decision Process

Time: 10:30am – 12noon

Chairs: Basil Stumborg, BC Hydro & Andrew Thrift, Teck

Session Theme:

Successful development projects (in natural resources and other sectors) typically require substantive consultation with and engagement of communities of interest (i.e., external parties with interest in or influence on a decision, such as indigenous groups). Involving these communities of interest in structured decision processes is not widely applied, but has been shown to improve decision outcomes for all parties involved. This session will include case studies of decision analysis applied in these contexts and discussion of lessons learned.

Fairer Fares: Engaging Citizens And Decision Makers in Tradeoff Decisions For Public Transit

Lyle Walker, TransLink

Abstract:

TransLink – the regional transportation authority for Metro Vancouver - is conducting a major review of how it prices fares on its transit system. The purpose is to develop a fairer fare system and an exceptional customer experience while keeping revenues at the same levels. This means fares for some trips will be higher and others lower than today. How do you make fares fairer while at the same time balancing off objectives of simplicity, minimizing adverse impacts of fare increases and fostering transit ridership? How can we make the process and tradeoffs accessible for the public so they can weigh in on the options which will impact them? Lyle will share his insights and lessons learned from using Structured Decision Making tools and innovative engagement techniques in this very public-facing process where over 55,000 survey responses were received from three rounds of consultation.

Bio:

Lyle Walker is a Registered Professional Planner in Canada with twenty years of experience helping communities and organizations clarify and advance their land use, transportation and sustainability objectives. Lyle is currently a Senior Planner at TransLink, the regional transportation authority for the Metro Vancouver region. He is engaged in developing policy or using structured decision making techniques for complex, multi-objective and multi-stakeholder processes and decisions, including fare policy and regional transportation funding. Lyle has also worked as a consultant with a small firm on community-scale

sustainability, greenhouse gas emissions and community planning processes in Western Canada. Lyle has been a key member of project teams that have won national and international awards. Lyle holds an M.Sc. (Planning) from UBC.

The Times They Are A Changin': A Structured Decision Making (SDM) Approach to Managing Coastal Flood Risks from Sea-Level Rise In Vancouver, British Columbia

Beaudrie, CEH[1]; Lyle, T[2]; Long, G[1]; Mills, T[3].
1 Compass Resource Management Ltd., Vancouver, British Columbia
2 Ebbwater Consulting, Vancouver, British Columbia
3 City of Vancouver, Vancouver, British Columbia

Christian Beaudrie, Compass Resource Management

Abstract:
Rising sea levels pose increasing flood risks for coastal communities, particularly major population centers along the British Columbia Coast. With a projected sea level rise of 1m by 2100, BC communities face the challenging task of understanding hazards, vulnerabilities, and consequences from flood events, and identifying suitable measures to protect multiple interests over large areas.

This talk highlights the application of a Structured Decision Making (SDM) approach to evaluate the impacts of sea level rise and select mitigation options to reduce flood risks for Vancouver, British Columbia. The process involved decision analysis and stakeholder workshops to identify interests that may be impacted, develop suitable mitigation alternatives, review performance of alternatives, consider trade-offs, and finally to develop recommendations for a suite of mitigation alternatives to protect vulnerable neighbourhoods across the city.

Several methods were used to communicate complex risk information and inform decision making, including the use of multiple sea level rise and flood scenarios, spatial illustrations of flood extent, flood probability curves, and interactive decision support tools. Stakeholder values were considered in developing a short list of preferred alternatives, and risk tolerances were elicited to establish required in-service dates and prioritize areas across the city.

This work breaks new ground in evaluating and communicating the implications of sea level rise on coastal communities, and provides a model for incorporating diverse stakeholder values when managing flood risks from a rising sea.

Bio:
Christian Beaudrie is an associate at Compass Resource Management Ltd where he specializes in risk and decision analysis, Structured Decision Making (SDM), and stakeholder engagement, particularly in fields related to climate change, environmental and species management, public health, sustainability and toxics, and emerging risks. He is a skilled facilitator with experience in multi-stakeholder deliberations, technical working groups, interdisciplinary consulting teams, and First Nations engagement. He also specializes in the development of interactive decision support tools, recently creating novel flood risk visualization and planning tools to support decision making under the City of Vancouver Coastal Flood Risk Assessment project. Christian holds a PhD in Resource Management and Environmental Studies from the UBC, a Master's of Biomedical Engineering degree from McGill University, and Bachelor's degrees in Chemical Engineering and Biology from the University of Western Ontario.

Integrating First Nations perspectives in the impact assessment process

Julian Gonzalez, EcoPlan

Abstract:

Impact assessment for large, linear projects means understanding the key impacts – to everyone and everything. But how do you do this when some of these impacts are hard to measure social values? And how do you do this when figuring out what a "significant" impact is depends on a local community's view as to what matters? Or when outcomes are highly uncertain? EcoPlan International was retained by the Matsqui First Nation to help understand the potential impacts of the Trans Mountain Pipeline Expansion Project from their perspective. In this presentation, we will outline the assessment methods used capture the biophysical, social, economic values, as well as values specific to Matsqui, such as cultural and traditional values, both for business as usual and low probability spill events. We will show how constructed scales can be generated with impacted communities to capture dimensions of impact not normally included in traditional impact assessments. Finally, we will demonstrate how these decision analysis techniques can be used to link First Nations' concerns to regulatory permitting practices, and, if time permits, walk through how these values can be linked to a framework of calculating financial impacts in terms of market and non-market impacts.

Bio:

Julian Gonzalez has an interdisciplinary background in engineering, resource management, decision analysis, strategic planning, facilitation and engagement. With over 15 years of planning experience, he has worked in resource development, climate change, transportation, public works, health, regional growth planning, monitoring and evaluation, community economic development and Indigenous planning. He is currently coordinating EcoPlan's ongoing research work with MITAS and UBC on new decision support tools for community engagement, participatory scenario planning, and development of new preference elicitation methodologies. Julian developed and teaches a Social Innovation program at SFU.

Networking Lunch

Time: 12:00pm – 1:00pm

Session 7: Embedded Decision Quality – The Ultimate Goal…Many Paths?

Time: 1:30pm – 3:00pm

Chairs: Ellen Coopersmith, Decision Frameworks; Josh Harrison, Nexen; David Matheson, SmartOrg

Session Theme:

What does it mean to embed Decision Quality in an organization? How do different companies approach this? Is embedding Decision Quality easier for some types of decisions than others? What role do tools and systems play in successful DQ implementations? How have organizations approached accelerating sustainable Decision Quality with systems and processes in order to embed it as a way of working? In this session, a variety of organizations will facilitate interactive discussions of these important questions.

Enterprise-wide decision-making at Manitoba Hydro

Boudewijn Neijens, CopperLeaf

Abstract:

The demand for energy continues to grow as a direct result of Manitoba's continued economic growth. Investment in the renewal of existing infrastructure and system expansion is an ongoing strategic priority for the company. To support this goal, Manitoba Hydro recognized an opportunity to improve the efficiency, consistency and transparency of its investment planning process, and adopt advanced decision support techniques. During the 2014/2015 fiscal year, Manitoba Hydro managed a budget of over $600M in sustaining capital across all business units (generation, transmission, distribution, IT division). Capital funds were traditionally allocated to individual business units considering long-term planning goals, asset condition, operational risks, and resource demands. While the overall framework for capital prioritization was consistently applied across the corporation, the risk management tools and investment prioritization processes were specific to the various asset categories and business units.

Manitoba Hydro recognized the need to move to an environment where:

• the value of capital investments are assessed on a common basis across all areas of the company

• funds are allocated to projects and assets that optimize strategic value and/or mitigate risk

Through the use of an enterprise-wide value framework and with the help of MILP-based optimization techniques, Manitoba Hydro now manages to develop optimal capital plans in line with the five key corporate objectives: safety, financial, system reliability, environmental impacts, and corporate citizenship. This approach ensures decisions are effective, transparent, and aligned with Manitoba Hydro's strategic objectives in the short- and long-term. It has also enabled the company to move toward its goal of aligning asset management practices with the ISO 55001 asset management standard, providing greater confidence that funding and resources are being directed to the activities that will deliver the highest value.

Bio:

Boudewijn Neijens holds a master's degree in Mechanical Engineering from the University of Brussels and MBA from INSEAD in France. He is Chief Marketing Officer at Copperleaf in Vancouver, Canada. In this role he works with large asset intensive corporations around the world to refine their asset management practices in the areas of Asset Investment Planning and Management, decision support systems and risk-based planning models. He is the Chair of the Canadian chapter of the Institute of Asset Management; convenor of Cigré's workgroup on the use of ISO55001 in utilities; and convenor of ISO's workgroup on ISO5500x communications. Boudewijn is an avid sailor, and has raced and cruised both locally and across quite a few oceans. He also manages a fleet of volunteer search and rescue vessels in BC, which allows him to apply risk-based decision making and asset management first-hand.

Embedding DQ into exploration prospect risking at Nexen and new venture valuation at Noble

Joshua Harrison, Nexen; Yachtze Luchin, Noble Energy; Ellen Coopersmith, Decision Frameworks

Abstract:

Two vignettes of embedding DQ into exploration processes will be presented.

The example from Nexen will detail the benefits of simplifying complex processes in order to balance the need for building capability with creating a functional process that enables higher levels of DQ. The exploration prospect maturation process is essentially a value-of-information exercise where leads and prospects are evaluated on a number of risk elements. Information (wells and seismic) can be acquired to reduce uncertainty and polarize the risk element. When moving beyond one risk element this becomes a complex exercise to get right, however embedding a framework into this process has resulted in higher levels of DQ – with less effort – than attempting to train entire skill pools on value-of-information.

Noble Energy will present a DA/DQ process implemented to facilitate sound exploration portfolio decisions. The E3 (Exploration Economics Excellence) methodology ensures all new ventures are consistently evaluated and formulated with appropriate rigor, including defining uncertainties, understanding the dependencies among variables, and gathering inputs in a consistent manner. Creating asset value via exploration is highly complex and an appropriate DA/DQ process and capable uncertainty analysis tools can reveal insights which would otherwise be impossible to obtain with classical deterministic evaluations. This evaluation technique provide key insights pertaining to value certainty and key project drivers.

Bio:

Joshua Harrison holds a B.Sc. in Geophysics from the University of Alberta and an MBA in finance and strategic decision from the Sauder School of Business at the University of British Columbia. Josh is a Decision Analysis Lead at Nexen where he works with project teams and decision makers across the company in clarifying key decisions and strategies. Josh has been with Nexen for about four years. Previous to that he worked for ten years with Shell as a geophysicist in roles that started in seismic processing in Canada's frontier basins, to marine exploration in the South China Sea, and unconventional gas development right here in Western Canada. Josh is currently the SDP Program Council Chairman and is actively involved in the recently formed SDP Calgary Chapter.

Yachtze Luchin holds a B.S. in Mechanical Engineering from Lamar University and an MBA in finance from the University of St. Thomas. Yachtze is the Exploration Engineering Manager and Economics / Decision Analysis champion for Noble Energy. Yachtze has been with Noble about 4 years. Before that he worked for Chevron, Hess and Osyka Corporation (17 years) in various roles ranging from facilities, production and reservoir engineering to commercial, planning and global business development. The common thread in all these positions has been understanding uncertainties to support decision and risk analysis to facilitate optimal value creation decisions. Yachtze is a current member of SDP Houston Chapter.

Ellen Coopersmith holds a B.S. in Petroleum Engineering from the Colorado School of Mines, and is the Founder and President of Decision Frameworks, an international consulting, training and software practice focused on building and supporting decision quality capability. Prior to forming Decision Frameworks in 1999, Ms. Coopersmith worked at Conoco 16 years, the last five of which, as the Director of Decision & Risk Analysis. She is the current president of SDP, a published speaker on decision making and decision quality implementation and has led a global practice of decision analysis for 24 years.

Achieving large scale DA by embedding it in process and software, illustrated through case examples in R&D

David Matheson, SmartOrg

Abstract:

XXXXX.

Bio:

David Matheson is the co-founder, President and CEO of SmartOrg. His experience spans decades and he has worked with clients in industries ranging from nuclear waste management to motion picture studios. SmartOrg provides a decision-making technology platform that facilitates executive decision conversations around evaluating projects under uncertainty and managing innovation portfolios. David co-authored the book, The Smart Organization: Creating Value through Strategic R & D (Harvard Business School Press), based on his work benchmarking the performance of hundreds of companies, and has taught strategic portfolio management at Stanford University.

Panel Discussion

Panelists:

Ellen Coopersmith, Joshua Harrison, Yachtze Luchin, David Matheson, Boudewijn Neijens

Wrap-Up and Conference Close

Time: 3:30pm – 4:00pm

Len Falsone, Shell & Pat Leach, Independent Strategy Consultant

Optional Extra Workshop: Growing Decision Quality

Time: 4:00pm – 5:15pm

Len Falsone, Shell & Pat Leach, Independent Strategy Consultant

Workshop Abstract:

One point on which almost everyone involved with decision science agrees is that we would like to see the principles of Decision Quality more widely adopted than they currently are – especially considering that DQ has been around for fifty years now. This workshop will delve into what a rosier future for DQ would look like, and how we might get from where we are to where we would like to be. The objective is to generate actionable strategies that can be piloted by the SDP, future DAAG committees, and/or individual decision professionals.