

The 3C Decisioning Process for Making Transformation Decisions

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Making the right decisions during a transformation requires overriding what comes naturally.

Choosing Your Way Through Transformation

For transformations to go smoothly, decisions need to be made thoughtfully and judiciously. But during rapid change, uncertainty is high, and quick decision-making is difficult.

Decision Science can help. This chapter will outline a 3C Decisioning Process for making confident choices as you lead a business transformation.

Specifically, we will discuss:

1. **Conclusions:** How to get clear and align on desired outcomes;
2. **Conditions:** How to create options by working backward from your objectives;
3. **Chances:** How to think probabilistically when selecting the right options.

By the end of this chapter, you will have a step-by-step process for making transformation decisions you can stand behind.

Meet The Author

Nika Kabiri has spent 20+ years practicing decision science.

She's worked with clients like Amazon, Google, and Microsoft, and has been featured or quoted in the Washington Post, Wall Street Journal, Time, and Fast Company.

Nika earned her PhD in Sociology, with an emphasis on choice theory.

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CONCLUSIONS

Get Clear on Objectives



Clarifying clear and desired outcomes isn't just necessary for the ultimate goals of the transformation; it's essential for every decision you make along the way, many of which are unexpected. We recommend the following three-step process for getting clear on your individual decision objectives:

1. First, clarify your desired outcomes for each specific decision.

Each decision you make during the transformation must ladder up to the transformation's overall goals, which means you need to be specific about what each decision outcome should be. For example, when choosing whom to hire for a specific role in your transformation, it helps to articulate what success looks like in that role.

2. Second, identify competing priorities for your desired outcomes.

Even in organizations where everyone supports a transformation, "business as usual" goals will still be prioritized. Identify when these "business as usual" goals conflict with the goals of the transformation.

3. Third, frame each decision outcome around the solving of shared problems.

Where individual or role-level goals conflict with the desired outcomes of each transformation decision, you need to seek alignment. Focusing on shared problems rather than goals is the most effective way to do this.

CONDITIONS

Work Backward from Your Desired Outcomes



It's common to start our decision-making by brainstorming options. But for transformation decisions, brainstorming is not the ideal approach. Options that come to mind during a brainstorming session are simply convenient; they're not inherently tied to success.

A better approach is to work backward from your desired outcome. Start by asking: "What conditions or circumstances would allow this outcome to occur?" By "conditions or circumstances," I mean any situations or events that could possibly facilitate that outcome.

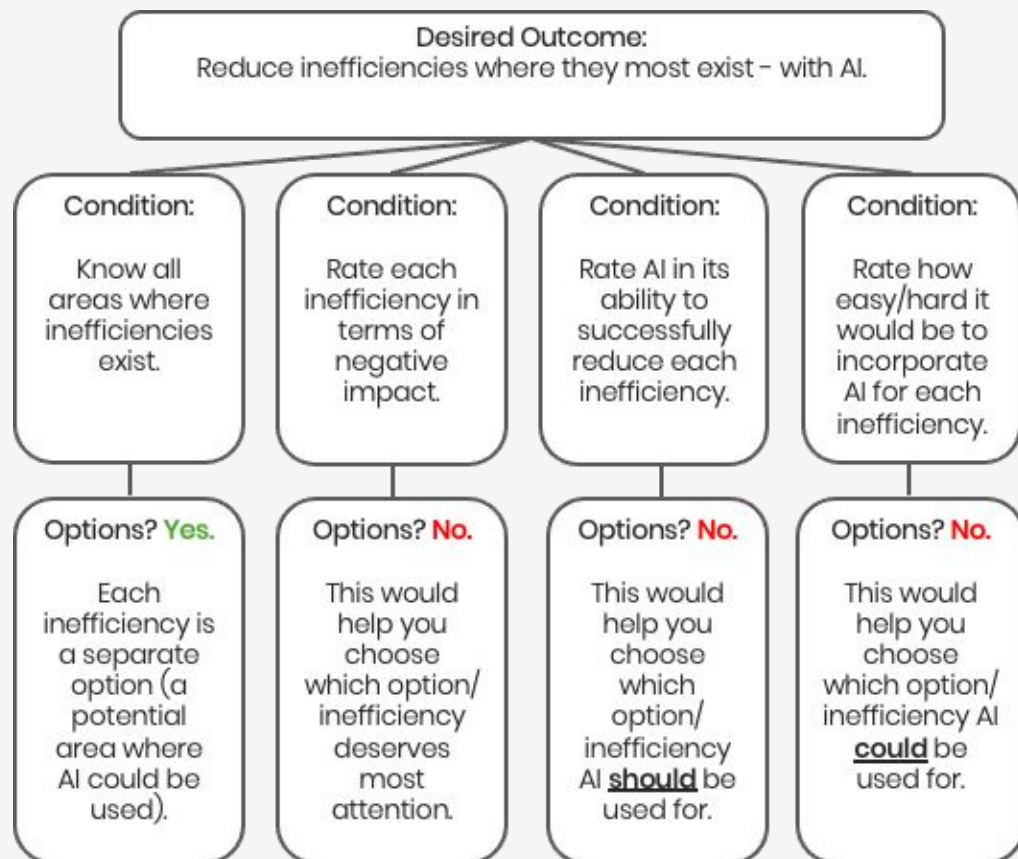
Another way to put it is: "What would I need to know and do for this outcome to occur?" It may not be easy to answer this question - and that is a good thing. This question forces you to **slow down and seek information you don't already have**. Use the resources at your disposal to learn what you need to learn.

Let's say that for an AI transformation, you want to strategically employ AI to reduce inefficiencies. Instead of brainstorming possibilities (which may be biased by the availability heuristic), use a more objective process. Ask: "What conditions would allow me to reduce inefficiencies where they most exist?"

From here, it becomes more evident what you'd need to do next:

- First, identify all areas where processes are being performed too slowly or with too many unnecessary resources;
- Second, identify which of these areas require your priority attention, by rating each in terms of their degree of negative impact on the business;
- Third, estimate the likelihood that AI could improve each area, starting with areas of greatest negative impact and moving down the priority list;
- Fourth, determine the feasibility of incorporating AI into each area of inefficiency.

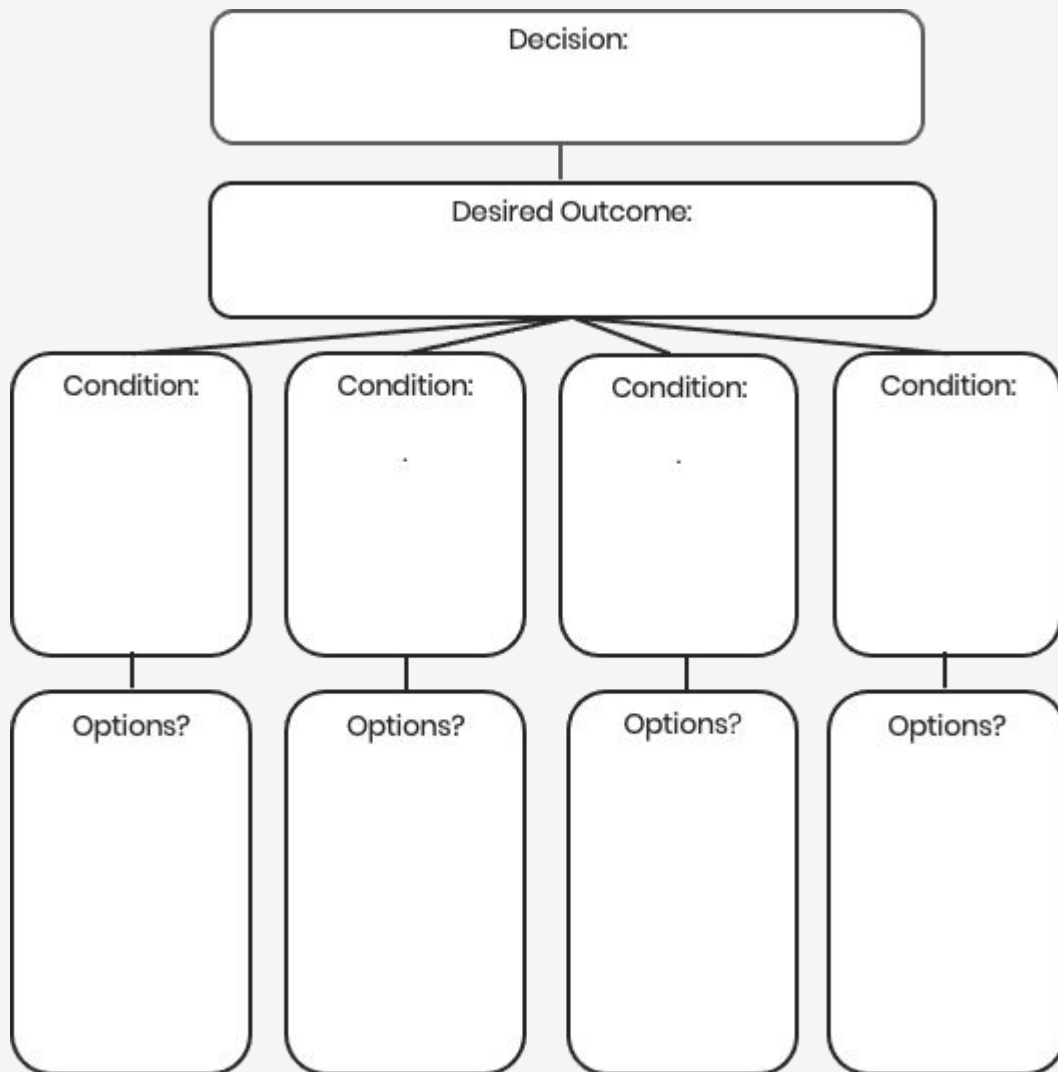
This process helps identify the best options where AI will be most feasible and have the greatest impact. The chart below illustrates how your options become evident when you work backward from your conditions.



Putting This Into Practice



Use this blank chart to insert a decision you may be facing, your desired outcome, and the conditions (and options) that would make your outcome possible.



CHANCES

Think Probabilistically



By now, you should have landed on a thorough list of options that are directly connected to your desired outcome. The next step is choosing the right one.

It's at this point that our brains, craving efficiency, tend to think in black and white. We tend to ask, "Is this option good, or is it bad? "Will this work, or won't it?" However, transformations are too complex for yes or no questions. They require thinking in terms of probabilities.

As you go through each option, ask two questions:

1. **"What are the chances that this option will lead to success?"** Are the chances 10%? 40%? 80%? Assign an actual percentage.
2. **"How feasible is this option?"** For each option, assign a number from 0 to 100 that reflects how easy it is to execute. Try to get specific.

Answering these questions should give you two numerical values for each option: one for success likelihood and one for feasibility. Now, multiply these numbers together for each option. The option with the highest final number after multiplication (or "composite score") is the best one.

Coming up with accurate estimates and the right numbers should not feel easy – and that's the point. These questions force you to slow down and do the research. So, find the right data. Take the necessary time to get the information you need but don't have.

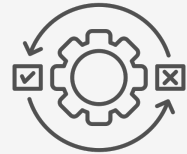
Putting This Into Practice



Copy your options from the previous chart into this one. Then, using a 0–100 scale, assign scores to each option for both likelihood of success and feasibility, where '0' means “no chance of success” or “not at all feasible,” and '100' means “guaranteed to succeed” or “absolutely feasible.” Multiply these scores to arrive at the winning option.

Option 1:	Option 2:	Option 3:	Option 4:	Option 5:
Success likelihood score:	Success likelihood score:	Success likelihood score:	Success likelihood score:	Success likelihood score:
Feasibility score:	Feasibility score:	Feasibility score:	Feasibility score:	Feasibility score:
Scores above multiplied:	Scores above multiplied:	Scores above multiplied:	Scores above multiplied:	Scores above multiplied:

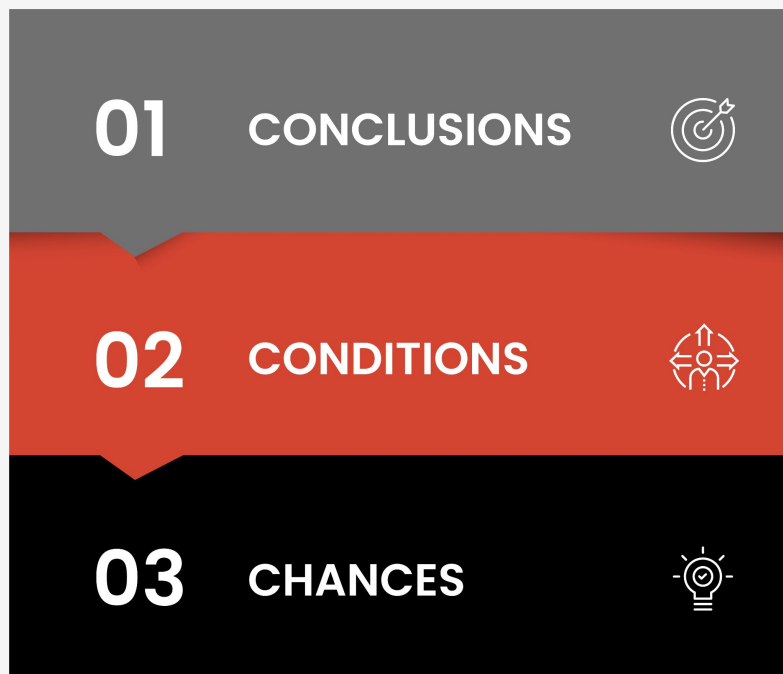
Objectivity is Key



Information, not intuition, will guide you to the best decisions. When you use the 3C Decisioning Process, your decision-making is much more likely to be free of bias. This is important during times of transformation when uncertainty is high and subjectivity tends to creep in.

Transformations are not small endeavors. Perfection isn't possible, but the more objective you are, the better your decisions will be and the more successful your transformation will become.

The 3C Decisioning Process for Making Transformation Decisions



The 3C Decisioning Process for Making Transformation Decisions is a proprietary process designed and owned by Kabiri Consulting.

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