

DECISION MATRIX

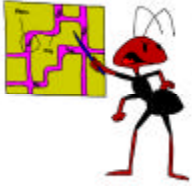
Solutions	Positive Impact	Mgt Support	Can Implement	High Cost	Fix Root Cause
Hire	Yes	Yes	Yes	Yes	Yes
Retrain	Yes	Yes	Yes	No	No
Automate	Yes	No	Yes	Yes	Yes
Decent.	Yes	Yes	Yes	No	No
VRU	Yes	No	Yes	No	Yes



Purpose

A **decision matrix** is a tool used to evaluate several recommended process improvements, problem solutions, or courses of action. After the root cause of an issue has been determined, potential solutions may be suggested and evaluated.

The **decision matrix** will allow a team to analyze the pros and cons of each recommended solution against criteria selected by the team.



Process

1. Team will select possible solutions or improvements to the existing process. These possible solutions should address the root cause of the issue determined earlier.

2. A list of sound criteria for evaluation of the solutions is developed. Those criteria selected should meet the team's charter and are specific to the solutions offered. Sample criteria include:

- Will proposed solution make a positive impact?
- Will the process owner and upper management support the proposed solution?
- Can the team and/or process owner implement the needed changes?
- What will be the cost of the proposed solution?
- Does the proposed solution fix the root cause of the issue?
- How difficult is the proposed solution to implement?



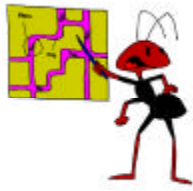
Example

1. List of possible solutions to the problem:

Hire New Staff
Retrain Existing Personnel
Speed Up Automation
Decentralize Help Desk
Install Voice Response Unit

2. Criteria to be evaluated for each solution:

Positive Impact
Management Support
Able To Implement
Cost To Implement
Fix Root Cause



Process

3. Create chart listing solutions down the left side and criteria across the top.

4. Answer criteria questions for each solution proposed.

Will it have a positive impact?
yes or no

Will it have management support?
yes or no

Can it be implemented by team or process owner?
yes or no

Will the cost of implementation be high?
yes or no

Does it fix the root cause?
yes or no

5. Record the answers to each question on the blank chart.



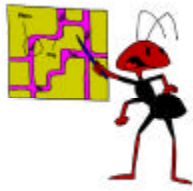
Example

3. Prepare Blank Chart:

Solutions	Positive Impact	Mgt Support	Can Implement	High Cost	Fix Root Cause
Hire					
Retrain					
Automate					
Decent.					
VRU					

4. Answer Questions & 5. Record Answers:

Solutions	Positive Impact	Mgt Support	Can Implement	High Cost	Fix Root Cause
Hire	Yes	Yes	Yes	Yes	Yes
Retrain	Yes	Yes	Yes	No	No
Automate	Yes	No	Yes	Yes	Yes
Decent.	Yes	Yes	Yes	No	No
VRU	Yes	No	Yes	No	Yes



Process

6. Do any of the proposed solutions fail to fix the root cause? These solutions can be eliminated from consideration since they fail to meet the basic test criteria.

7. Analyze remaining solutions. By comparing the criteria answers against each solution, either a clear winner will appear or, the team may be able to reduce the list of possible solutions. From the remaining solutions, either a new **decision matrix** with other criteria can be developed or, further analysis can be done.



Example

6. Block Out Solutions That Fail Major Criteria:

Solutions	Positive Impact	Mgt Support	Can Implement	High Cost	Fix Root Cause
Hire	Yes	Yes	Yes	Yes	Yes
Automate	Yes	No	Yes	Yes	Yes
VRU	Yes	No	Yes	No	Yes

7. Analyze Remaining Solutions:
Based on analysis of remaining solutions, all three have merit and should be analyzed further. Points to analyze are why is there a lack of management support for two of the solutions. Can they be overcome?



Key Points

- A **decision matrix** is sometimes known as a selection matrix.
- This tool can be used at numerous points of process improvement to help analyze possible process changes against each other. This is of particular value when only one possible solution can be implemented.
- A **decision matrix** can also be weighed. In place of a yes or no might be numerical values such as +1 or -1. The relative values might state that one criteria is 5 times more important than another, therefore responses in this column could range from +5 to -5.

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