Decision Process Playbook for Consequential Decisions

Interim Report

Team UPM Fibres

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1 Project status

We started our project by going through literature on decision making. Our aim was to get a better understanding on how UPM could improve in their decision making and what are the main characteristics of a good decision. The literature clearly pointed out how important it is to document each step in a decision making process and to examine all aspects of the decision to receive the best outcome.

After gaining a better understanding of decision processes from the literature, questions were formed which were then used in our initial interview. The aim for the interview was to deepen our understanding of a completed decision process. From the interview, we noticed how little UPM records their decision processes which is why the case was only looked at from the interviewee's point of view. In their opinion, the decision process had been straightforward and the outcome was good. Despite a good outcome, there were improvements that could have been made. The main issue was the communication within a large group and making sure that everyone is on the same page. The discussed solution was to improve the documentation and include an anonymous feedback but the main issue for each of the solutions was the time limitation. As a result our final product should look at ways that support the efficiency of the decision process and communication.

As we are making a playbook, the possible list of tools to support the decision making at UPM could be long. We decided to focus on "soft" methods to narrow the field. This complements UPM's existing expertise in analytics, addressing the often neglected aspects of decision making that can make or break a team's success. We hope to find tools that are easily accessible and do not require extensive prior knowledge or technical skills. We have found a few suitable tools so far from literature. These include a tool to increase the documentation of the decision making process and adding a facilitator to the meetings. However, we still have not decided the specific tools we are going to incorporate to the final product.

The next step for our project is to broaden our collection of decision-making tools from the literature. As we have already gone through some literature on the topic, we have a good sense of where to start. Our goal is to collect a wide range of decision making tools, after which we can start to eliminate the ones that we or UPM do not find beneficial. In order to accomplish this, we have scheduled the next interview at UPM to take place this week (week 15). We hope that the interview will further deepen our understanding of decision-making processes at UPM and give us a chance to ask questions that have risen after our last meeting.

Once we have collected all the decision-making tools and made our first eliminations, we hope to incorporate the remaining tools into already existing

decision-making cases at UPM. The purpose of this is to show how each tool could potentially improve the outcome of the cases. At the same time, this would work as example on how the tools could be implemented into decision-making processes. To get examples of decision-making processes from UPM we will arrange more interviews and consult our UPM contacts.

2 Changes to the initial project plan

While there are no major changes to the project plan, the project schedule has been updated according to Figure 1. Literature review is realistically required throughout the whole product design process, even if it was initially indicated to end after week 12. This is necessary to extend the number decision making tools in the final playbook. Moreover, the product design process is extended to week 17, taking into account the effect of holidays and exams in weeks 14-16 on available time resources. A final feedback session with the client has been scheduled to take place in week 18, and the final report will be finalized by week 19.
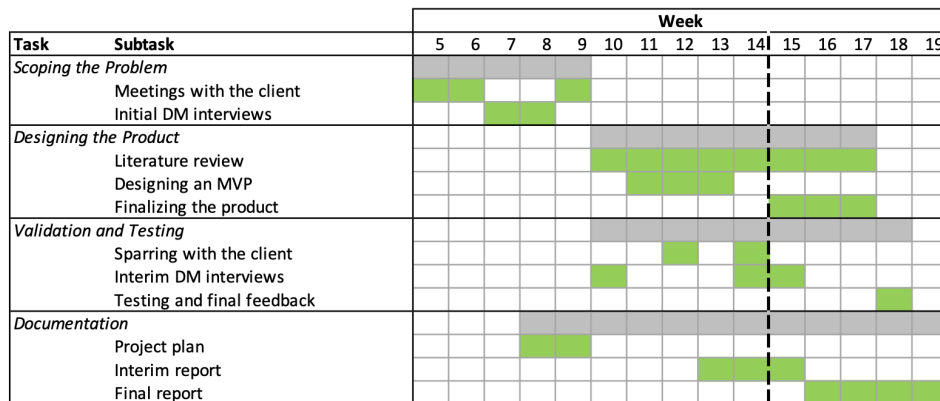
Task	Subtask	Week														
		5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
Scoping the Problem		▒	▒	▒	▒	▒										
	Meetings with the client	█	█			█										
	Initial DM interviews			█	█											
Designing the Product							▒	▒	▒	▒	▒	▒	▒	▒		
	Literature review						█	█	█	█	█	█	█	█		
	Designing an MVP							█	█							
	Finalizing the product											█	█	█		
Validation and Testing							▒	▒	▒	▒	▒	▒	▒	▒		
	Sparring with the client								█		█					
	Interim DM interviews							█			█					
	Testing and final feedback														█	
Documentation				▒	▒	▒	▒	▒	▒	▒	▒	▒	▒	▒	▒	▒
	Project plan				█	█										
	Interim report								█	█						
	Final report											█	█	█	█	█

Figure 1: An updated, more realistic project schedule.

3 Updated risk management plan

Our objective is to deliver a well-researched and functional decision playbook to UPM. By listing the risks associated with the project, we can better eliminate them and reach our goal. The table of risks from the project plan serves as a good base, but it needs updating. We previously considered insufficient scoping to be our foremost risk. This is no longer the case, as we have worked on scoping the problem appropriately and we now have a clearly defined end product.

The risk of inactive members has risen to our attention as the workload of the project increases towards the end of the course. This increasing work-

load is simultaneously met with the approaching summer and nice weather, contributing to a decreased motivation towards this project. We can prevent these problems by defining weekly goals for each member as well as increasing the frequency of communication through our Teams and Telegram channels.

The risk of unreliable data is also not relevant anymore, as we have obtained valuable insights from each interview. However, we identified a medium risk of not finding appropriate tools for the project from the literature. The existence of such tools is not in question, but the risk is associated with inadequate browsing and filtering of the literature by us. Table 1 summarizes our current risk management plan.

Table 1: The updated risks of the project in order of importance.

Risk	Likelihood	Effect	How to prevent
Inactive members	High	The approaching summer can have a negative impact on the motivation of the team members, resulting in the inability to follow the planned schedule.	The team meets weekly to keep everyone engaged. We set concrete weekly goals and discuss the progress in the group chat.
Difficulty to find tools	Medium	Finding suitable tools from literature might prove difficult, resulting in an end product with low value.	We divide the work of finding literature and reading the reviews evenly among team members. If the risk actualizes, we can seek help from course staff or the client.
Insufficient scoping	Low	Deciding which tools to incorporate into our playbook might be difficult with a too broad scope.	We focus on tools that aid group decision-making to narrow our scope and best serve the client.