



# Enterprise Strategic Decision Management (ESDM) Creates a Collaboration and Innovation Framework

**Decision Framework = Innovation / Collaboration Framework**

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## **Summary Version**

Contact author after conference  
for full presentation set.

# Intent

- **Introduce you to “Enterprise Strategic Decision Management (ESDM)” and show how it supports and enables innovation & collaboration**
- **Give you a small glimpse into the decades of applied research, corporate experience and learning that has led up to the forming of the IEEE P1694 ESDM Standards working group**
- **Ideation**
  - “the process of forming and relating ideas”
- **Innovation**
  - “the act of starting something for the first time; introducing something new” [that has or creates business value]

# Presentation Outline

- The need for decision management
- Decision management & decision-making
- Decision Driven<sup>®</sup> Innovation
- Summary of key ideas/benefits of ESDM
- IEEE P1694 ESDM standards working group

# How do we realize this value proposition? (1)

## FOCUS

- Decision Network = “Big Picture” questions - Thinking Breakdown Structure
- Prioritize decisions; tailor method and scale analysis rigor to match
- Assign decision owners, define stakeholders, orient new team members; decision network becomes a **collaboration** framework
- Know what you know and what you don't; build data gathering plan
- Framework to tame the complexity of dynamic business/solution strategies

## ANTICIPATE

- Extend planning horizon by forecasting decision evolution
- Identify and address risks and opportunities at earliest and optimum time

# How do we realize this value proposition? (2)

## INNOVATE

- Provides **innovation** framework at every step in the method
- Multiple **innovation** techniques to increase likelihood of breakthroughs

## ACCELERATE

- Reduce decision churn and rework, dead end solutions, failed execution
- Enable parallel thinking and efficient concurrent cross-functional design (**collaboration**)
- Decision Network creates continuous knowledge/solution “pull”
- Identify and manage the full Idea-to-Solution critical path as a set of decisions

# How ESDM Accelerate Solutions (1)

## Decision Network

- Thinking Breakdown Structure that highlights “vital few” choices
- Pro-active, comprehensive identification of “issues” (less iteration)
- Identify decisions with high **innovation** opportunity
- Supports prioritization – tailor rigor to the decision’s impact on project success
- Clear ownership of the key “forks in the road” that drive the project WBS
- Manage the decision critical path; Supports massive parallelism in thinking
- Explicit capture of derived requirements to understand decision-to-decision constraints
- Can “fast-forward” decisions into the future; anticipate today the future state of a decision
- Customer-focused decision model – anticipate their needs, validate their specs, innovate

# How ESDM Accelerate Solutions (2)

## Decision Templates

- Jump start analysis – proven criteria set leads to fewer missed requirements
- Create knowledge “pull” from customer and solution team – Assumptions = missing decision data
- Leads to improved data gathering/estimating tools and systems over time

## Common Method

- Lean information model; capture essential data only
- Consistent information model improves communication; standard report for every decision
- Provides a common framework for **innovation** and collaboration
- Focus on value-added thinking – very low overhead + learning cycles
- Data holes are obvious
- Objectivity reduces second-guessing and decision churn

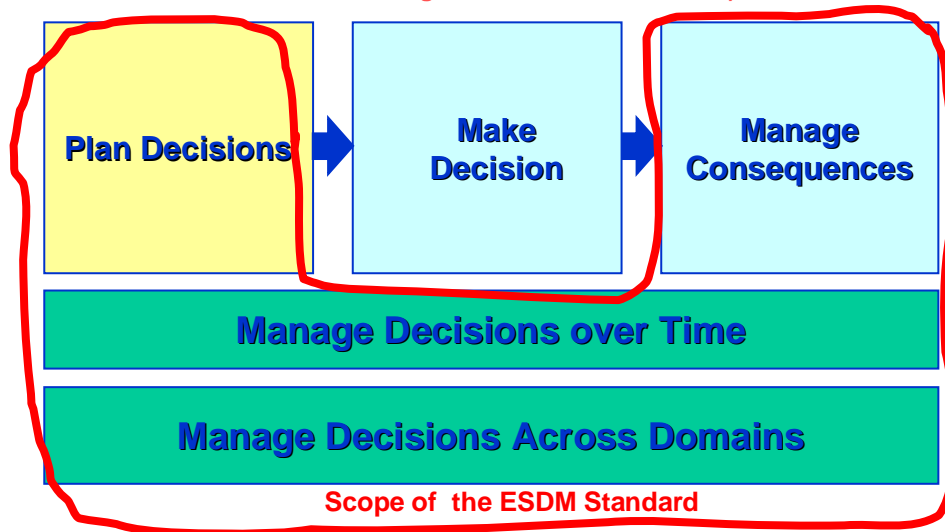
# How ESDM Accelerate Solutions (3)

## Automated Toolset

- Deliverables produced with minimum “packaging” overhead
- Knowledge workers focused on “content”, not format
- Software tools that support these techniques are available!

# IEEE P1694 Standard for Enterprise Strategic Decision Mgmt (ESDM)

(The ESDM Standard enables multiple “Make Decision methods” to be managed in the same framework)



## Scope of the Standard

This Standard defines a common framework for the enterprise-level management of strategic decisions. It defines and enables ESDM governance models and requirements. It defines common methods and work products for:

- 1) decision planning, analysis, traceability and execution,
- 2) collaboration within and among enterprises and
- 3) linkages with other business processes.

## Purpose of the Standard

- This project enables common decision management methods to be used across all parts of an enterprise (or among enterprises), including, but not limited to, strategy, portfolio management, technology/capability management, systems/platform engineering and “product” development.
  - The term “Product” includes product, platform, software, process, system, solutions, services etc.
- What we will be standardizing as part of this document primarily includes:
  - Common ontology
  - A common decision management process framework that can be customized for different domains and industries
  - A high-level information model that defines the minimum information that is needed to be passed between decisions as well as between different roles

## Companies currently WG members

- Boeing, HP, IBM, Intel, Lexmark, Motorola, Seagate Technology, SmartOrg, & Systems Process, Inc.

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