

Project name: _____

Length of Project: _____

Is a difficult decision conceivable?

Possible findings from project (Likelihood):

A: _____ (L: _____) B: _____ (L: _____)

C: _____ (L: _____) D: _____ (L: _____)

For each finding, explore likely outcomes if the information leads to **change** or **no change**

Finding:	Benefits	Costs
Decision: CHANGE		
Decision: NO CHANGE		

Describe manager-leadership support (corporate culture) for acting on new information:

Does the political will exist to bring the topic to a decision? _____

If making a difficult decision is plausible, what can be done to help ensure that information plays a role?

If data indicate a change may be warranted, is there a defined pathway to achieve change? _____

Is the role of analysis part of that pathway? _____

Stakeholders:

Does a project charter exist? _____

At beginning of project, discuss with stakeholders the possible chain of events following each outcome. Prepare for subsequent information demands via changing the study design or other strategies.

Outcome A:

Outcome B:

Outcome C:

When a decision is imminent, what can be done to unify stakeholders?

_____ & _____

_____ & _____

_____ & _____

_____ & _____

Project name: ____ RipStream _____

Length of Project: ____ Data collection + analysis = 9 years _____

Is a difficult decision conceivable?

Possible findings from project (Likelihood):

A: Water quality rules exceeded on private land (Likelihood: Low)

B: Water quality rules exceeded on state & private land (L: Very low)

C: Water quality rules complied with (L: High)

For each finding...

Finding:	Benefits	Costs
Decision: A: PCW, private CHANGE	<ul style="list-style-type: none"> • Comply with ODEQ & own rules • Integrity • May help with other lawsuits • Public perception 	<ul style="list-style-type: none"> • \$\$\$ • Weaken support for monitoring? • Develop & implement new rules
Decision: NO CHANGE	<ul style="list-style-type: none"> • Easy to implement • ☺ Landowner community • Support for monitoring 	<ul style="list-style-type: none"> • Risk relations with ODEQ • Public perception • Increase lawsuit exposure?

Describe manager-leadership support (corporate culture) for acting on new information:

- Solid professionalism up & down chain
- Leadership supported analysis
- Excellent communication
- Tech staff shielded from politics

Does the political will exist to bring the topic to a decision? Yes, but not before 2008?

If making a difficult decision is plausible, what can be done to help ensure that information plays a role?

If data indicate a change may be warranted, is there a defined pathway to achieve change? Yes, change is communicated to Board of Forestry. If they decide to undergo rule-revision process, that process is already in statute.

Is the role of analysis part of that pathway? Yes

What constitutes a change-worthy finding? Debated. Decided water quality rule thresholds should stand.

What level of information needed to make a decision? Large-scale manipulative study with controls

Stakeholders:

Does a project charter exist? No, and ODF wishes it had. They did meet with a review panel of stakeholders from the beginning of the project. Better meeting administration (minutes of decisions, etc.) would have been good.

At beginning of project, discuss with stakeholders the possible chain of events following each outcome. Prepare for subsequent information demands via changing the study design or other strategies.

Outcome A: Stream temperatures not warming. Report to Board, they determine to leave rules alone. Address other RipStream questions of interest.

Outcome B: Temperatures raised beyond standard. Rule change process is triggered. Next question: what harvest scenarios will be OK? What data are needed to address that question?

Outcome C: _____

When a decision is imminent, what can be done to unify stakeholders?

ODF & ODF : Strong communication up/down chain of command, State Forests constantly apprised of findings

Board of Forestry & Environ. Qual. Commission (ODEQ): Form liaison between boards to foster communication

ODF & Industrials : Regional meetings, meet with representatives

Group Wisdom for Enabling Difficult Informed-Based Decisions

Analysts

Publishing = credibility
Communicate visually, conceptually
Be upfront about assumptions, limitations
Communicate uncertainty
Encourage public relations outreach

Managers and Leadership

Empower people, provide resources
Shield staff from politics
Have the courage to conduct difficult
conversations
Suspend disbelief, provide room for staff to try
and fail
Own the findings. Be able to explain them to
others

Structure for long-term project, decision process

Staff retention helps with institutional memory
Consider contingencies for budget and priority
shifts
Publish as you go – Keep up the momentum!
Promote ownership by keeping everyone in the
loop of developments and findings

When the going gets tough: self-care & care of others

“They” are us. Strive to work with and not against
anyone
It’s not personal
Ask for help, check in with others
Sustain yourself, it could be a long haul

Stakeholders

Individuals matter. Choose panel participants
wisely
Hold your friends close, stakeholders closer
Communication + transparency + fairness = trust
Get stakeholder feedback before performing
analyses (no surprises)

Supporting decision-makers

Present and follow a decision process
Revisit the process often, identify location, show
progress
Break process down into bite-sized decisions
Identify off-ramps early
Decision-makers crave decision space
Outcome uncertainty allows decision-makers to
select their risk tolerance