

Strategic decision-making checklist

1. Before Decision-making

DO NOT START UNTIL THIS IS COMPLETE

Is the matter for decision clear and well formulated?	
Are the options well specified?	
Do we need to make this decision now?	
Has this decision been considered previously? If so, why are we revisiting it?	
Do the board and related papers contain sufficient information?	
Has the board encouraged honest disclosure of estimates?	
Do we need to obtain additional information?	
How reliable is the data?	
Do we need an opinion from an independent, external advisor?	

2. Decision-making

EVALUATE EACH DECISION HERE

Is the decision aligned with the organisation's vision, mission and values?	
Will the decision assist us to achieve the organisation's goals?	
If the question was framed another way, would we make the same decision?	
Are one or more people strong advocates for a particular course of action?	
Have counter arguments and alternatives been adequately explored?	
Has a balanced case been made for the proposed course of action?	
Is this a case of potentially continuing to back a failed decision?	
Have one or more board members taken a 'black hat' role in the discussion?	
Have we been given sufficient time to discuss the decision?	
Do we know the maximum, minimum and most likely outcome of this decision?	
Is the return on investment realistic?	
Has the impact of this decision on all stakeholders and the organisation been considered?	
Do we understand the maximum potential loss of this decision?	
Have all the risks associated with this decision been considered?	

3. After Decision-making

WHAT HAPPENS AFTER THE DECISION IS MADE

Has the best approach for communicating the decision been decided?	
Do all parties understand the communication protocol for the decision?	
Has someone been assigned responsibility for implementation of the decision?	
Have KPIs been established to monitor implementation of the decision?	
Do we need to review the implementation or the decision? If so, when?	

