Decision Making –1.2

**Template Instructions**

This template outlines the**2 steps** required for this exercise. Once you have completed it, save it or save it as a PDF.

**Step 1 – Re-identifying situations**

In the situations that you considered analyzing during this course, you may have focused too much on very difficult situations, however, this course helps you in dealing with complexity. Complexity is not about difficult or easy situations, complexity is all about whether in situations there is something like ‘the correct description of the situation’ or ‘the best way to change it’. Check the case you identified and selected for this. As this might be your first encounter with complexity and analyzing it, it might be worthwhile to take an easier complex situation to analyze, rather than a very difficult situation.

Check your 6 situations on complexity again. Make sure you pick a complex situation to analyze in this course, this can be an easy complex situation or a difficult one, as long as it is complex. You can copy and paste elements from Assignment 1.1 that worked.

|  |  |  |  |
| --- | --- | --- | --- |
|  | Describe the situation | Is this situation complex?Yes No | Why? |
| Situation 1 |  |  |  |
| Situation 2 |  |  |  |
| Situation 3 |  |  |  |
| Situation 4 |  |  |  |
| Situation 5 |  |  |  |
| Situation 6 |  |  |  |

Which of these situations will you analyse further during the course?

|  |
| --- |
|  |

**Step 2 – Re-Identifying a few stakeholders**

Check whether the stakeholders you identified are not too alike as to really get some new perspectives on the complex situation instead of all the same ones.

Check your dilemmatic description of the complex situation for specific ideas for ‘how’ to change the situation. If you face a complex problem in your situation, you might have already mentioned the solution for it as part of the dilemmatic description of yourself or one of your stakeholders. For instance, if your situation is about energy and your dilemma is ‘more wind turbines, but at acceptable cost’, you see that you cannot come up with anything other than 'cheap wind turbines' any more. A dilemma without a particular idea or solution is ‘more electricity generation capacity without too much cost increase’. This leaves many more options open, such as hydrogen, solar power, etc.

Check if you have variety in your group of stakeholders. Also, check if any initial ideas for how to change your complex situation (e.g. particular solutions) are already mentioned here. If so, leave them out. Try not to think in terms of initial ideas for change nor for any solutions until much later in the analytical approach.

|  |  |  |  |
| --- | --- | --- | --- |
|  | Stakeholder | Perspective | Dilemma (…versus…) |
| 1 |  |  |  |
| 2 |  |  |  |
| 3 |  |  |  |
| 4 (You) |  |  |  |

Well done! Great that you have tried all the steps and thought about the implications for your particular case (or even cases if you analyze more than one!).