Activity 9: Pack Your Bags – Mapping Decision Journeys

Goals

1. Enumerate the strategic and tactical decisions the program stakeholders are faced with

2. Enumerate the paths those decisions take before they are finalized

3. For decisions that have no path, identify choke points, redundancies

4. Identify gaps or areas of governance or program management that need improvement

Prerequisites

None

Related Activities

None

Who Should Participate?

Program management (strategic thinkers); program staff (operational expertise)
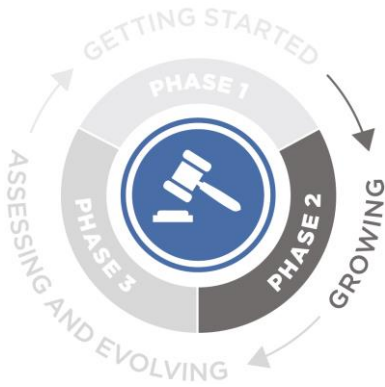
Length

60 minutes

Activity Summary

This exercise has two parts: a brainstorm to list out the core/high priority decisions the program is faced with, and a journey map to understand how those decisions are made or finalized. Complete and prioritize the brainstorm before moving on to the journey map.

Activity Instructions

1. Brainstorm Decisions (5 minutes)

   a. Brainstorm decisions that the program needs to make and list them where everyone can see, such as whiteboard or virtual flipchart.

   b. Here are dimensions in a governance model and some examples of decisions in each of the dimension:

Dimension	Decision Examples
Ownership	Who owns IP, branding, identity
Chartering	Who decides mission and vision, software roadmap?
Community Management	Who can be a member; who can apply to be a leader?
Software Development	How are the requirements developed; who determines design; how is the testing strategy determined; who determines what to include in a release?
Conflict Resolution and Rule Changing	How are conflicts resolved; how are new rules proposed?
Use of Information and Tools	How is information communicated to stakeholders; who creates and updates documentation; how is documentation shared?

2. Prioritize Decisions (5 minutes)

   a. Each participant picks the top 3 decisions that they deem most essential to the program.

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3. Map the Decision Journey (15 minutes per decision)

For the top 3 decisions that receive the most votes, draw the journey that each takes en route to resolution. Here are some potential elements to include in the map:

- o Who surfaces the issue?

- o How do they communicate it? To whom?

- o How many levels of communication / approval are necessary to move forward?

- o How are final decisions documented and communicated?

- o How are decisions evaluated after the fact?

- o What are the pain points?

4. Summarize gaps and opportunities for improvements (5 minutes per decision)

Next Steps: keep list, revisit in 6-12 months