

Action Guide

476: Improving decision quality during stage gate reviews

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Application Questions

1. Reflect on a decision you've made recently. How would you assess its decision quality?
2. Describe a time when you or a team you were on made a poor innovation decision. Why was it a bad decision and what do you wish had been done differently?
3. Describe a time when you or a team you were on made a good innovation decision. Why was it a good decision and what was the outcome?



Actions to Take

What to Do Now

- Think of uncertainty as opportunity for upsides and downsides rather than as purely risk.
- When you need to kill a project, make that decision within the context of the organization's project portfolio. Get people excited about a better project they'll get to work on instead.

What to Do Soon

- Have a facilitator who is not on the project team guide your gate reviews.
- During a gate review, agree on killer issues (problems that will kill the project) and look for reasons a crazy-sounding project might not be unreasonable.