Enabling Organizational Decision Quality with Digital Technology

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Enabling Organizational Decision Quality with Digital Technology

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OMV started DigitUP Program to fully capitalize on digitalisation
One value driver: Value-driven, data-based decision making

- Decision Quality supports all three strategic pillars
- Implementation a.o. through partnerships e.g. with SLB
Value-driven, data-based decision making
A fundamental part of Field Development Planning

Agenda
► WHY – Benefit of a Decision Process
► HOW – Decision Quality Implementation in FDPlan
► WHAT – Features and Vision
Complex decisions require a clear and efficient process
Based on Decision Quality (DQ) framework

Benefits of a Decision Quality process:

- Improved **speed, value, consistency, and transparency** of OMV’s project portfolio
  - Structuring decisions to capture more upside and mitigate downside risks
  - Clear sight of value in line with company strategic and financial objectives
- Clarity in **ownership & accountability** combined with **empowerment & integration**
  - Teams are gaining cross-functional understanding leading to real integration and acceleration through less conflicts
- DQ to become a “culture”, a **mindset**
OMV’s Decision Management Plan comprises 3 main elements
Register – Worksheets – Roadmap

Elements of Decision Management Plan

1) Decision Register
   ▶ List of important decisions including metadata such as due dates, responsible parties, stakeholders, etc.

2) Decision Worksheets
   ▶ Planning and tracking of activities to attain the 6 elements of DQ

3) Decision Roadmap
   ▶ Integrated scheduling of important decisions
SLB & OMV Co-Development – Implementation of DQ in FDPlan
Project Timelines and Deliverables

Milestone 1: Jun 2021
- Review DQ workflows
- Discover high level user journeys DQ Workflows (Persona & as-is journey)
- Agreed designs for Decision Register

Milestone 2: Sep 2021
- Decision Register workflow implementation part 1
- Designs for Decision Worksheet
- Agreed high level user journeys for DQ Workflows

Milestone 3: Jan 2022
- Project entity design
- Decision Register workflow implementation part 2 with Project
- Decision Worksheet workflow implementation initiated

Milestone 4: Mar 2022
- Decision Worksheet workflow implementation
- Documented discovery exercise for “Advanced Framing Workshop”
- Decision Quality Roadmap for follow-up phase.

Agile Project
- Delivered Decision Register and Worksheet workflows as MVP’s
- Lifted DQ from FDPlan Study to Project level
DQ in FDPlan – User Experience video
**Decision Register**
Visible, logic-based decision tracking

**Decision Register** = The big project picture
- Enter decisions
- Assign roles and responsibilities
- Make explicit the co-dependencies between and sequencing of decisions
- Automatically log changes/ updates
**Decision Worksheet (1)**

**Applying Decision Quality**

**Decision Worksheets** = The details of a specific decision

- Tracks the activities and information against the 6 Decision Quality elements
- Enables assessing the quality of a decision on an ongoing basis
Decision Worksheets = The details of a specific decision

- Workflow logic follows Decision Quality elements
  - Creative Alternatives = “Choices”
  - Values & Trade-offs = “Selection Criteria”
  - Logically Correct Reasoning = “Analysis”
  - Commitment to Action = “Commitment to Action”
  - Reliable Information = “Knowledge Board”
Decision Worksheet (3)
Applying Decision Quality – Linking Knowledge to Decisions

Decision Worksheets = The details of a specific decision

- Linking Knowledge Board functionalities as powerful tool to provide “Reliable Information”
Projects
Managing decisions across the Project Lifecycle

Decisions implemented now on FDPlan project level
- Decisions in early project phases will be linked with subsequent decisions ↔ decisions shall be traceable throughout a project lifecycle
- Lifted from study to project level
Decision management lifecycle in FDPlan
DQ Co-Dev achievements, existing and envisaged functionalities

**Decision Roadmap**
- Decision timetable/ integrated schedule
- Documentation & formal approval

**Decision Identification**
- Framing Workshop
- Concept Identification
- Key Decisions

**Decision Register**

**Decision worksheet**

**Decision Memo/ Paper**

**Knowledge Board**

**Frame Scenarios** → **Evaluate Scenarios** → **Decision on next stage**

**DQ co-development**

**Existing capability**

**Future possibility**
Value-driven, data-based decision making
A fundamental part of Field Development Planning

Summary

► WHY – A Decision Process supported by data-based decision making enables a clear sight of value in line with company strategic and financial objectives

► HOW – We implemented in FDPlan intuitive-to-use features to track decisions and assess their quality, guiding a user through the Decision Process

► WHAT – We successfully realized Decision Register and Worksheets on FDPlan project level to capture full project lifecycles

More features to come
☞ Stay tuned!
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