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COURSE BROCHURE

# Joined-Up Decision Impact Analysis Training Course for Middle and Senior Managers

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# Joined-Up Decision Impact Analysis Training Course for Middle and Senior Managers

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Joined-Up Decision Impact Analysis is a 1-week training course for middle and senior managers who must trace how one choice travels through strategy, operations, finance and people before committing to it, and who leave with a Cross-Function Decision Impact Map. Organisations now run on tightly coupled functions, so a saving in one budget can quietly create cost, delay or attrition in another. Jupiter Prime Training delivers this course on joined-up decision impact analysis.

## Why Joined-Up Decision Impact Analysis Matters Now

Three forces push managers to look beyond their own function. Shared digital platforms link procurement, production and service tightly. Boards and investors expect leaders to explain the knock-on effects of a proposal, not only its headline benefit. Employees notice when workload is shifted between teams without warning, and retention suffers. Managers who trace second-order effects early avoid reversals and wasted capital. The course rests on causal loop mapping, the balanced scorecard BSC perspectives and structured trade-off weighting.

## Who Gains Most from Joined-Up Decision Impact Analysis

- Managers who own a budget line and must justify shifts in spending to finance partners
- Managers who schedule capacity, staffing or shifts that other departments depend on
- Managers who sponsor change initiatives touching several reporting lines
- Managers who prepare investment or restructuring proposals for executive committees
- Managers who coordinate service levels between internal providers and internal customers

A leadership group from adjacent functions gains most when its members attend together and map one live decision side by side.

## Joined-Up Decision Impact Analysis Capabilities

Participants follow a proposal across functional boundaries, price its hidden consequences and present trade-offs clearly.

- Map the upstream and downstream dependencies of a proposed decision — the sponsor approving it
- Estimate second-order cost, capacity and morale effects — the finance partner testing the case
- Weigh competing options with explicit criteria and weights — the executive committee choosing between them
- Design leading indicators that reveal spill-over effects early — the operations lead monitoring delivery
- Communicate trade-offs in plain language to affected teams — the employees whose workload changes

- Build a joined-up planning calendar across functions — the heads of function sequencing commitments

## Key Joined-Up Decision Impact Analysis Terms

- Second-order effect — a consequence that follows from the first result of a decision, often in a different function or later period.
- Causal loop diagram — a sketch of variables linked by arrows showing whether each change reinforces or balances another.
- Interdependency matrix — a grid showing which functions supply inputs to, or depend on outputs from, each other.
- Trade-off weighting — scoring options against agreed criteria, each multiplied by its relative importance, to compare them openly.
- Spill-over cost — expense or effort that a decision shifts from the deciding unit onto another unit.
- Leading indicator — an early signal that predicts a later outcome, used to catch unintended effects before they grow.

## Joined-Up Decision Impact Analysis Day by Day

## Day 1: Seeing the Organisation as Linked Functions

- Value Chain Mapping — Where Each Function Adds and Consumes Resources
- Interdependency Matrix — Which Units Feel a Change First
- Stakeholder Ripple Analysis — Who Absorbs the Consequences of a Choice
- Local Optimisation Case Review — Why Unit Wins Become Enterprise Losses
- Decision Inventory — Selecting a Live Choice to Trace

## Day 2: Tracing Causes and Feedback

- Causal Loop Diagrams — Reinforcing and Balancing Effects of a Proposal
- Delay Mapping — When Consequences Surface in Other Functions
- Second-Order Effect Questioning — Exposing Hidden Knock-On Results
- Scenario Branching — Testing Best, Expected and Stressed Outcomes
- Assumption Register — Recording Beliefs That Need Evidence

## Day 3: Linking Money, Capacity and People

- Spill-Over Cost Estimation — Pricing Effort Moved Between Budgets
- Capacity and Throughput Modelling — Effects on Service Levels
- Workforce Impact Assessment — Workload, Skills and Retention Risk
- Balanced Scorecard Perspectives — Checking Financial, Customer, Process and Learning Effects
- Cash and Timing Profiles — When Benefits and Costs Actually Land

## Day 4: Weighing Options and Sequencing Plans

- Trade-Off Weighting Matrix — Choosing Between Competing Options Openly
- Sensitivity Testing — Which Assumptions Change the Preferred Option
- Joined-Up Planning Calendar — Sequencing Commitments Across Functions
- Leading Indicator Design — Early Signals of Unintended Effects
- Executive Briefing Structure — Presenting Trade-Offs to Decision Makers

## Day 5: Practising the Cross-Function Decision Impact Map

- Peer Challenge Panel — Stress-Testing Mapped Dependencies and Loops
- Integrated Cost and Workforce Review — Confirming Spill-Over Estimates
- Option Ranking Rehearsal — Defending the Weighted Choice
- Communication Plan for Affected Teams — Explaining What Changes and Why
- Cross-Function Decision Impact Map — Completing the Final Shared Version

## Applying Joined-Up Decision Impact Analysis After the Course

- Run a ninety-minute causal loop session with two neighbouring functions on one pending proposal and record the spill-over costs it reveals.
- Add a trade-off weighting matrix and three leading indicators to the next investment paper submitted to the executive committee.

## Joined-Up Decision Impact Analysis Questions FAQ

### What is joined-up decision impact analysis and why does it matter now?

Joined-up decision impact analysis is the practice of tracing how one decision affects strategy, operations, finance and people before it is approved. It matters now because tightly linked platforms and teams spread consequences faster, so a narrow view creates costly reversals.

### Which roles gain most from joined-up decision impact analysis training?

Middle and senior managers who own budgets, capacity or change initiatives gain most. You benefit when your decisions affect other departments or go to an executive committee.

### How does joined-up decision impact analysis differ from a general problem-solving course?

Joined-up decision impact analysis focuses on choices you are about to make and their effects across functions. A general problem-solving course explains why a recurring fault happens; this course prices spill-over costs, weighs options and sequences plans between departments.

### What do you bring back from joined-up decision impact analysis training?

You bring back a mapped, costed and weighted view of one real decision from your organisation. It includes dependencies, spill-over estimates, a ranked option and leading indicators.

## Joined-Up Decision Impact Analysis: The Way Forward

The Cross-Function Decision Impact Map gives each participant a shared picture of one live proposal. Its first use is the approval decision on that proposal, where sponsors, finance partners and heads of function test the weighted options together. After the first quarter, revisit the leading indicators: they show whether the predicted spill-over effects appeared, and sharpen the next map drawn.