

The Decision Management Manifesto

1 Decisions First

- 1.1 Decisions, especially operational decisions, link an organization's metrics and objectives to its operational systems.
- 1.2 Decisions are first class objects just like business processes or data and should be identified, described, modeled, reviewed and managed in business terms as part of a business architecture.
- 1.3 Decisions should be modeled first before considering how business rules and or analytics will be used.
- 1.4 Decisions support business processes and help organizations respond to events but they are not subsumed by either processes or events, simplifying their expression and management.
- 1.5 Business, IT, and analytic professionals all have a role in identifying, describing, modeling, reviewing and managing decisions.

2 Explicitly Design Decisions

- 2.1 The best way to define a Decision is with a question and a set of known, possible answers.
- 2.2 Making a decision requires defined information—input data—such as transaction information, reference data and other verifiable, definitive information.
- 2.3 Making a decision often requires information—answers—generated by making *other* decisions.
- 2.4 A Decision has authorities such as policies, regulations, best practices and expertise that define how it should be made.
- 2.5 A Decision can have analytic insight that shows how it can be improved or made more accurately.
- 2.6 Not all decisions are automated; a manual decision can still be modeled and managed.

3 Use Decision Management Technologies

- 3.1 The details of how a decision is to be made can be represented with business rules, decision tables, decision trees, analytic models, optimization algorithms and other decision metaphors.
- 3.2 When implementing a decision-making solution a mix of technologies (business rules, data mining, predictive analytics and optimization) may be appropriate.
- 3.3 If technology is applied to a decision it may be to support a human decision maker or to explicitly automate and manage the decision.
- 3.4 Technology may be applied to a decision and any decisions on which it depends or only to some decisions in a model or process.

4 Deploy as Decision Management Systems

- 4.1 Decision Management Systems consist of decision services and supporting infrastructure for managing decision-making—they are not simply business rules or analytics embedded in business processes or user interfaces.
- 4.2 A Decision Management System is decoupled from and provides decision-making to existing systems, business processes or event processing environments.

5 A Decision Management System Has:

- 5.1 Design transparency—to see exactly how the decision will be made in the future.
- 5.2 Execution transparency—to reconstruct how a specific instance of a decision was made in the past.
- 5.3 Impact analysis—to assess the business impact of a change before it is made.
- 5.4 A closed loop—for continuous improvement, and to test and learn, experiment and adapt.