We have access to more information than ever.

So why aren't we making better decisions?

Organisations can collect, analyse and present more information than ever. Dashboards show performance, analytics reveal patterns and AI generates insights at extraordinary speed.

Yet the decisions that shape performance, risk and public value often remain slow, inconsistent and difficult to explain. Decision-makers must interpret competing signals, rebuild context and weigh consequences through processes that are largely invisible.

The **information environment** has advanced.

The **decision environment has not.**

What's missing?

Insights still stop at the dashboard

Business intelligence (BI) can reveal what has happened and where attention is required. But an insight does not define the choices, model their consequences o r determine what happens next.

Critical decision logic remains invisible

Objectives, assumptions, rules, constraints, trade-offs and human judgement are distributed across policies, systems, spreadsheets and people. Invisible reasoning cannot be governed or improved.

AI is ready to act before decisions are designed

Agentic AI can recommend and increasingly execute actions. But data alone cannot tell an agent what the organisation values, which trade-offs are acceptable or where its authority ends.

> *"The future of BI is not more information. It is intelligence designed around decisions and connected to action."*

Decision Intelligence does exactly that.

It designs and improves how decisions are made by connecting objectives, data, evidence, models, rules, options and human judgement. Over time, it enables organisations to develop decision systems that are transparent, testable, governed and continuously improved.

DECISION INTELLIGENCE

From business intelligence to decision systems

The missing layer between insight and action

Business intelligence shows what is happening, reveals patterns and highlights where attention is needed.

Decision Intelligence guides what happens next by connecting objectives, choices, assumptions and trade-offs to evidence and models, and underpins safe agentic AI through clear rules, decision rights, escalation points and feedback.

Three elements of a decision system

1 Frame the decision

Define the decision, its owner, the objective and what success looks like. Make the available choices, constraints, trade-offs and decision rights explicit.

2 Model choices and consequences

Connect choices and levers to intermediate impacts and priority outcomes. Use evidence, data, models, scenario analysis and human expertise to test what could happen before acting.

3 Embed, govern and learn

Embed intelligence where decisions occur. Define what people, systems and AI agents may decide, recommend or execute, then monitor outcomes and improve over time.

Questions worth discussing

- Which decisions have the greatest influence on our strategic and operational outcomes?
- Can we explain how decisions are made, what drives outcomes and how we learn from them?
- Are our data and analytics designed around decisions or around available reports?
- Would an AI agent's objectives, authority, boundaries and escalation points be clear?

Bring us one decision that matters

COMPLIMENTARY DECISION DISCOVERY WORKSHOP

Join OCM for a focused workshop and leave with an initial Causal Decision Diagram for a high-value decision. You will gain a shared view of the choices, outcomes, constraints and assumptions involved, plus clear next steps for the evidence, data and modelling required.

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