

# Decision Drag Diagnostic

## Self-assess the annual cost of decision inefficiencies in your organisation

This diagnostic tool helps you to quickly estimate the productivity cost of decision drag – the recurring pattern of decisions that cycle endlessly, generating rework, and causing delivery timelines to slip.

### APPLYING THE DIAGNOSTIC TOOL

Start using this diagnostic tool by working through the central row of check boxes on the following page. Select the option that best reflects your organisational reality over the past 12 months.

The tool will guide you to:

- Calculate a conservative estimate of the annual cost of decision drag
- Expose a behavioural profile across five research-backed drivers
- Recommend focus areas for intervention.

**Focus primarily on the behaviours of your senior leadership team**—those who participate regularly in major strategic or operational decisions.

Consider, for example, how many times members of this team have revisited, reframed, or reversed major decisions that were meant to be settled. Is the responsible decision maker named clearly upfront, or do you suffer the “death by committee” dynamic? And how often do executives request additional analysis on decisions where sufficient information exists?

### BACKED BY RESEARCH

Research shows that executives spend, on average, 37% of their time making decisions; half of that time is used ineffectively in organisations that exhibit even low levels of decision revision.

Poor upstream decisions cascade into project rework, delivery delays, and foregone opportunities. Conservative research estimates suggest these downstream costs are 2-3 times the direct executive time lost in organisations suffering decision drag.

Research by Bain & Company and others show that the average organisation loses 25% of productive capacity to organisational drag, with decision ineffectiveness a major contributor.

These and further insights are explored in more detail in the *Deciding Well Under Pressure* white paper behind this diagnostic. You can download it [here](#) and from the related post at the [Innergise website](#).

### EVALUATE THE IMPACT, TAKE ACTION

Now **compare this estimate to the value you are accountable for delivering**—not just revenue, but profit (EBIT or NPAT), capital efficiency, or program value.

Equally, compare the cost to other productivity investments you've funded. If you're spending \$2m annually on process improvement but losing \$5m to decision drag, the case for addressing decision quality is compelling.

This diagnostic provides a directional estimate and behavioural profile. The value at risk is real—but so is the opportunity to reclaim it.

Your **highest severity drivers point to where intervention will have greatest impact**. For each high severity driver, consider the practical interventions identified in the top row of the tool.

For organisations serious about decision quality as a performance accelerator and competitive advantage, contact Dr Nick Fleming via [enquiry@innergise.com.au](mailto:enquiry@innergise.com.au) to discuss the opportunities and next steps.

# Decision Drag Diagnostic

Audit and clarify decision rights. Make 'who decides' explicit before analysis begins. For each major decision, designate one decider with transparent input from others.

Slow down briefly and clarify what problem you're solving, what defines success, what trade-offs are real? Use pre-mortems and structured dissent to test framing before committing resources.

Distinguish reversible from irreversible decisions. Push reversible decisions down with minimal process. For irreversible decisions, invest in safe-to-fail experiments and pre-agreed reversal triggers. Then de-risk through learning.

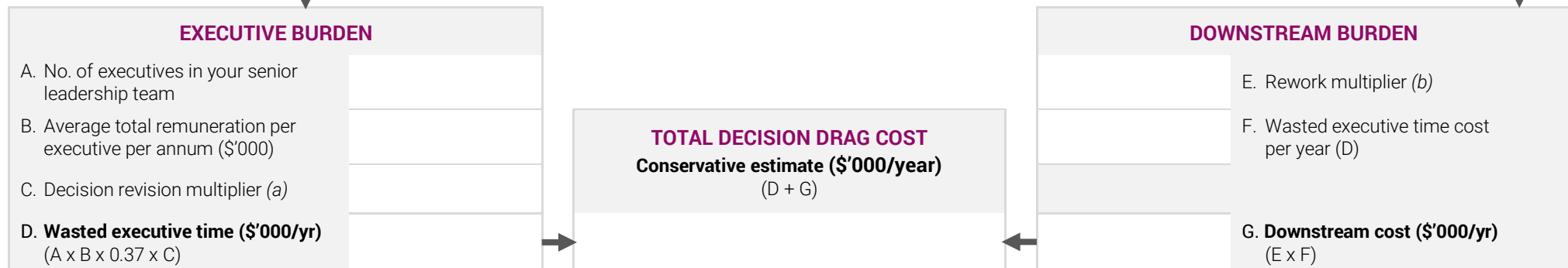
If there is high **personal risk aversion** then...

If there is high **ambiguity of accountability** then...

If there is high **information overload and paralysis by analysis** then...

If there are high **downstream execution impacts** then...

DECISION REVISION		ACCOUNTABILITY & GOVERNANCE		INFO. QUALITY	EXECUTION & DELIVERY		
<b>Number of major decisions revisited in the past 12 months</b>	(a) <i>Revision multiplier</i>	<b>Clarity of who the 'decider' is for major decisions</b>	<b>Number of steering groups formed to 'get alignment' on issues</b>	<b>Frequency of 'more analysis' requests despite sufficient info.</b>	<b>Number of major initiatives requiring rework because earlier decisions changed</b>	<b>Confidence that delivery timelines for major initiatives will be met</b>	(b) <i>Rework multiplier</i>
<input type="checkbox"/> 0-1 Minimal revision	0.5	<input type="checkbox"/> Almost always clear	<input type="checkbox"/> 0-1 Minimal	<input type="checkbox"/> Never	<input type="checkbox"/> 0-1 Rare	<input type="checkbox"/> Very confident	1.5
<input type="checkbox"/> 2-3 Occasional revision	0.6	<input type="checkbox"/> Usually clear	<input type="checkbox"/> 2-3 Moderate	<input type="checkbox"/> Rarely	<input type="checkbox"/> 2-3 Occasional	<input type="checkbox"/> Moderately confident	2
<input type="checkbox"/> 4-6 Regular revision	0.7	<input type="checkbox"/> Sometimes clear	<input type="checkbox"/> 4-6 Significant	<input type="checkbox"/> Occasionally	<input type="checkbox"/> 4-6 Regular	<input type="checkbox"/> Somewhat confident	2.5
<input type="checkbox"/> 7-10 Frequent revision	0.8	<input type="checkbox"/> Rarely clear	<input type="checkbox"/> 7-10 High	<input type="checkbox"/> Regularly	<input type="checkbox"/> 7-10 Frequent	<input type="checkbox"/> Low confidence	3
<input type="checkbox"/> 10+ Chronic revision	0.9	<input type="checkbox"/> Almost never clear	<input type="checkbox"/> 10+ Proliferation	<input type="checkbox"/> Ceaselessly	<input type="checkbox"/> 10+ Chronic pattern	<input type="checkbox"/> No confidence	3.5



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