



The 7 key phases of Decision-Making

Aim: To illustrate all seven phases of the decision-making methodology through an interactive role-play board game.

Game Timeline

Phase	0	1 Initiation	2 Preparation	3 Diagnosis	4 Strategic Definition	5 Retrofit Scenarios	6 Decision-Making	7 Retrofit Concept
Aim	To present the instructions of the game and the urban area.	To assign each group member a stakeholder role.	To prioritize the issues and categories to assess based on the understanding of the area.	To establish the strengths and weaknesses of the urban area.	To set the sustainability targets to be achieved for each category.	To select alternative scenarios per issue that fulfill the defined targets.	To select the best solutions in terms of energy and cost efficiency as well as the budget assigned.	To detail the best scenario through a report containing the description of the chosen solutions.
Time	10 minutes	10 minutes	15 minutes	15 minutes	15 minutes	20 minutes	10 minutes	5-10 minutes x group
Game Instruction		Each group member randomly picks a card from the Stakeholder Cards Stack on the board. Note: each card will describe the role and interest for each group member to assume during the discussions.	Based on the contextualization of the urban area choose five out of ten issues. Then from the five chosen issues pick one category per issue considering the ones that relate better to the strengths and weaknesses of the area.	A diagnosis card will be given to the participants. The cards contain a diagnosis score for each category based on their performance on the urban area. This score will help participants to prioritize their decisions later on.	Organize on the board the selected Category cards depending on the target score desired to achieve and the diagnosis score given (On a scale from 0 to 5 zero being the minimum acceptable performance and five the highest performance).	Select 2 out of 3 solutions per category from the Retrofitting Scenario Cards based on the impact, cost and time of each solution that responds better to the defined targets.	From the previous selected solutions choose one final solution per each issue that represents the best option to reach the defined sustainability targets and also fit accordingly to the budget specified.	Each group presents their final results.