

REDinc — Strengthening the Decisions Behind the Mission

How a disability services NFP used Decision Profile Mapping to surface hidden gaps, build a shared language, and change who gets invited into key decisions.

The Organisation

REDinc is a not-for-profit disability services provider whose executive team spans seven senior roles — CEO, COO, CFO, Quality and Assurance, Accommodation, Plan Management, and Day Services. Decision-making authority is shared rather than centralised, which means the quality of every major decision depends on who is in the room and how they engage with each other.

The Challenge

REDinc's leadership team understood something that many organisations don't articulate clearly: diversity of experience is not the same as diversity of thinking. Leaders were conscious that decision-making styles can cluster over time — and that when they do, certain perspectives begin to dominate while others quietly disappear from the conversation.

The team wanted to be more deliberate. Specifically, they wanted to understand:

- which decision-making profiles were dominant across the organisation
- which perspectives were under-represented or absent altogether
- how that mix was shaping the quality, pace, and confidence of their decisions

They also had a forward-looking question in mind: could Wizer become a practical tool for recruitment and team design, helping them build groups that were cognitively fit for the decisions ahead?

What They Found

The mapping revealed a strong concentration of Collaborator and Deliverer profiles across the organisation — profiles that prioritise consensus, relationships, and execution. These are genuine strengths. They help explain why REDinc decisions tend to be well-supported and well-implemented.

But the data also surfaced something more uncomfortable. The Explorer profile was completely absent. Analyzer, Achiever, and Visionary profiles appeared in small numbers. The implication was clear: the organisation had the capacity to execute decisions well, but lacked the internal pressure to stretch them — to surface alternatives, challenge assumptions, or ask what else might be possible.

Decision Profile Snapshot

DOMINANT	PRESENT (LOW)	ABSENT	EXEC BALANCE
Collaborator	Analyzer	Explorer	<i>Greater than operational groups, but gaps remain</i>
Deliverer	Achiever		
	Visionary		

The Aha Moment — and Why It Mattered

The session surfaced something that pure data rarely achieves: it shifted the conversation from abstract categories to lived behaviour.

When the team explored secondary decision-making profiles, the nuance that emerged helped people make sense of apparent contradictions in how they show up under pressure. People who had initially resisted their profile — saying “I don’t see myself this way” — were the same people who, during a practical decision-making exercise, behaved exactly as their profile predicted.

That moment of self-recognition shifted something in the room. The conversation moved from labels to behaviours. From “who I am” to “how I decide” — and crucially, to how that interacts with everyone else.

“Wizer helped our executive team understand not just what decisions we make, but how we make them. The insights into our collective strengths and gaps have fundamentally improved the way we approach strategic conversations and team design.”

Tania Crosbie — Quality and Assurance Manager, REDinc

What Changed

REDinc left the session with something practical: a shared language for decision-making that travels beyond the workshop room. Going forward, the leadership team is applying that language in concrete ways.

- Before key decisions, they now ask: do we have the right mix of profiles in the room?
- When a group is homogenous, they actively seek out missing perspectives rather than accepting the default.
- They use profiles as a prompt to slow down — to check that evidence, risk, opportunity, and people impact are all being considered, not just execution and consensus.

The impact has also reached into how REDinc thinks about hiring and leadership development — not just recruiting for experience, but for the cognitive dimension the team is currently missing.

Why This Is Significant

The research base behind Wizer — from Scott Page’s mathematical proof that cognitively diverse groups consistently outperform expert-but-homogenous ones, to Dr Juliet Bourke’s finding that cognitive diversity reduces decision error rates by approximately 30% — tells us that the problem REDinc surfaced is not unusual. It is structural.

When teams are built around availability, seniority, or shared history, cognitive narrowing is the predictable result. What REDinc did — making the invisible visible, then building a practice around it — is precisely what the research says effective organisations must do.