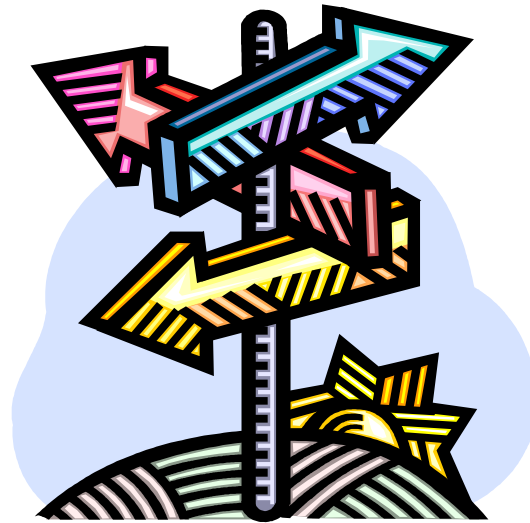




Decisions, Decisions, Decisions...



Teams...



Exercise #1



- List the best and worst decisions you can remember that were made by a leader.
(One of each)
- State why each was a good or bad decision.



Decisions, Decisions, Decisions...



The Decision Making Continuum



- Dictatorial – “Hear and obey”
- Authoritative – “I think we should do this...tell me if you think I’m wrong.”
- Consultative – “Here is the issue. Study it, come back to me with your recommendations and then I will affirm or challenge your solution.”
- Participative – “Here is the issue. Here are your guidelines. Solve it, keep me informed where appropriate, and let me know if you need my help.”

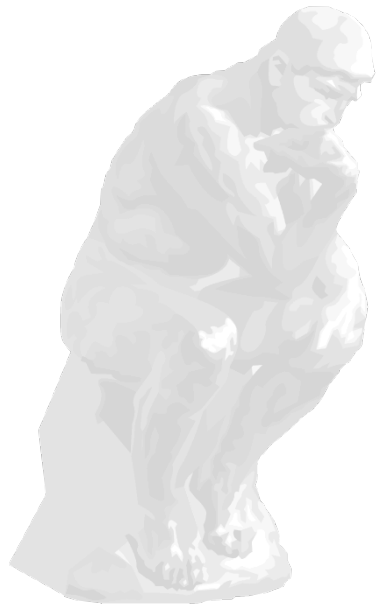
Behavioral Decision Making



What is your natural tendency? How is it working for you?

- Urgency & competitiveness... ***Versus..*** deliberate and careful?
- Emotional.... ***versus***factual analysis?
- Change oriented.... ***versus***stability and status quo?
- Policies and rules.... ***Versus....*** creative and out-of-the-box?

No Perfect Decisions

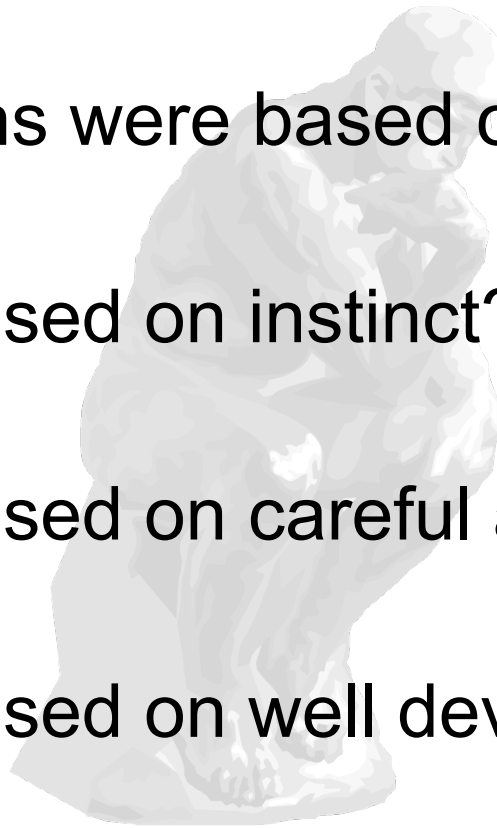


- Make a list of ten important decisions you have made in your personal life or your job or career.

No Perfect Decisions



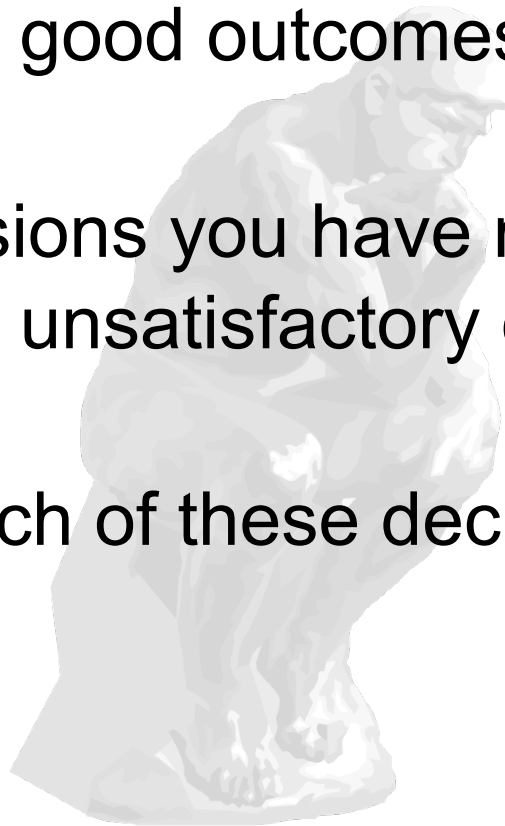
- On a scale of 1 – 10, rate the quality of each of your decisions based on the outcomes.
- Which decisions were based on emotions?
- Which were based on instinct?
- Which were based on careful analysis?
- Which were based on well developed logic?



Decision Making Accountability



- List three decisions you have made in your job that resulted in good outcomes.
- List three decisions you have made in your job that resulted in unsatisfactory outcomes.
- What made each of these decisions “good” or “bad”?



The STARR Method®



Carol Gaffney, PhD

- Stop
- Think
- Assess
- Respond
- Review



Decisions, Decisions, Decisions...



Ethical Decision Making



What is your personal code of ethics regarding decisions?

- Is it the truth?
- Is it fair to all concerned?
- Will it build goodwill and better friendships?
- Will it be beneficial to all concerned?

Four Dimensions of Ethics



- ✓ Have I aligned this decision with our policies, rules and laws?
- ✓ Have I aligned this decision with my areas of expertise?
- ✓ Have I aligned this decision with clearly understood desired results?
- ✓ Have I aligned this decision with moral character and personal values?

The Acumen Capacity Indicator™



- ✓ World View
- ✓ Self View
- ✓ Clarity of Performance and Situational Awareness
- ✓ Capacity for Problem Solving
- ✓ Reaction Index
- ✓ Business Performance Summary

The Rational Leader



1. What are our desired outcomes?
2. Who can provide us with valuable insights or information?
3. What information or data do we need?
4. What values should guide our decision making?
5. What rules or policies are relevant?
6. How will this decision impact key stakeholders?
7. Based on all of the above, what is the best decision?

Keys to Growth



- ✓ Gap Awareness
- ✓ Motivation
- ✓ Deliberate Practice
- ✓ Timely & Accurate Feedback



Decisions, Decisions, Decisions...

