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Decision Making

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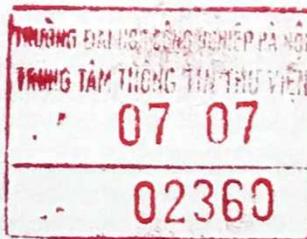
Dawna Jones

Speaker and collaboration expert on the art and science of making great decisions to generating prosperity

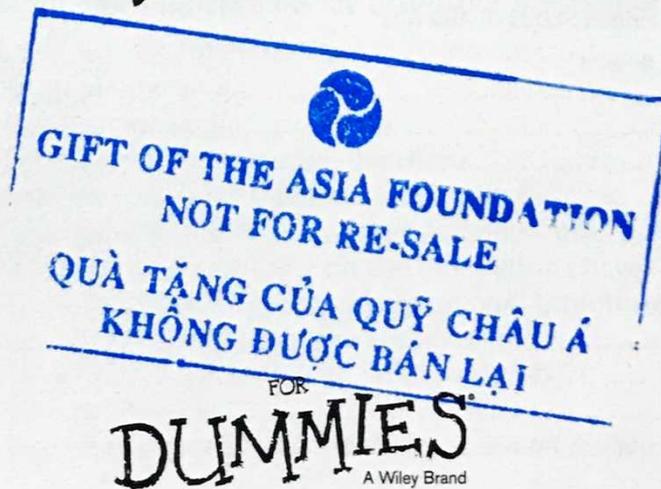


Decision- Making

FOR
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by Dawna Jones



Decision-Making For Dummies®

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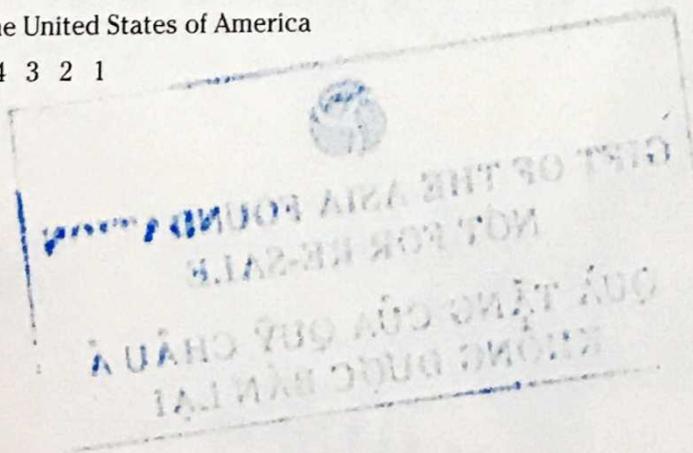


Table of Contents

***Introduction* 1**

About This Book	1
Foolish Assumptions.....	2
Icons Used in This Book	3
Beyond the Book	4
Where to Go from Here.....	4

***Part 1: Getting Started with Decision-Making* 5**

Chapter 1: Big-Picture Pressures on Decision-Makers..... 7

Making Decisions in an Ever-Changing World	7
The ground shifting beneath your feet	8
Assessing what these changes mean to you	11
Embracing Uncertainty and Unpredictability	12
Increase integrity and truth-telling.....	13
Notice what is happening on the innovative edges.....	13
Don't limit planning to an annual task	14
Make your decision-making process values-based	14
Cultivate learning and curiosity.....	14
Invest in your personal and professional growth.....	15
Raising the Integrity and Ethics of Business Decisions.....	15
Overcoming factors that lead to unethical decisions	16
Designing a healthy decision-making environment.....	17

Chapter 2: The Key Ingredients for Effective Decisions 19

Distinguishing the Different Kinds of Decisions	19
Strategic decisions.....	20
Tactical decisions	21
Operational and frontline decisions.....	21
Identifying the Different Decision-Making Styles.....	21
Recognizing the Workplace Environment and Culture as a Force.....	23
Mapping your company on the innovation curve	23
Accounting for company organizational structures	25
Assessing the health of the workplace	30
Developing the Decision-Maker: To Grow or Not?	30
Knowing thyself.....	31
Avoiding temptations that obstruct sound decisions	31

Chapter 3: Company Culture and Decision-Making	33
Recognizing the Importance of Company Culture	34
Paying attention to invisible forces	34
Assessing your company's mindset	36
Spotting addictions in company culture.....	37
Creating High Performance Workplaces for Decision-Making.....	38
Paying attention to long- and short-term focus	38
Using smart design to speed up decision-making	39
Paying attention to working relationships	42
Assessing Risk and Its Impact on Decision-Making.....	43
Understanding how humans perceive risk.....	43
Working with risk in a complex world	46

Part II: Knowing and Growing Yourself as a Decision-Maker

49

Chapter 4: Growing Your Business by Growing Yourself

51

Connecting Personal Growth to Effective Decision-Making.....	51
Exploring vulnerability as a leadership quality	53
Having compassion for the ego.....	54
Tapping into emotions for effective decision-making.....	55
Recognizing How Beliefs Influence Decision-Making	57
Examining your beliefs: Do they limit your options?	57
Understanding how you perceive insight, intuition, and vision	60
Acknowledging hidden bias or prejudice	60
Gauging Personal Comfort with Conflict and Ambiguity.....	62
Using conflict to your advantage.....	62
Understanding classic responses to conflict	64

Chapter 5: Raising Self- and Organizational Awareness for Better Decisions

67

Understanding How You Make Decisions	68
Instinctual decision-making.....	68
Subconscious decision-making	68
Belief-based decision-making	69
Values-based decision-making	70
Values-driven decision-making	70
Comprehending the Value of a Deeper Intelligence.....	71
The link between your heart and your head in decision-making.....	71
Putting this knowledge to work	72
Reducing Stress to Make Better Decisions.....	73
Manager, manage thyself	74
Managing the manager	75
Practical ways to reduce stress in working relationships.....	76



Chapter 6: Learning from Mistakes and Unintended Consequences 79

- Engaging in Reflective Learning..... 79
 - Identifying blind spots in the decision-making process 80
 - Learning from decision errors and disasters 80
- Turning Hindsight into Foresight 81
 - Monitoring implementation and assessing risk..... 81
 - Foreseeing inadvertent effects of a decision..... 83
 - Listening to feedback from key suppliers and customers..... 84
 - Implementing other's ideas wisely 85
 - Stopping to see the big picture 86
 - Overcoming persistent problems with procurement 88
- Building Character and Credibility through Mistakes and Failure..... 91
 - Accepting personal responsibility..... 91
 - Separating good judgment from judging others 91
 - Communicating authentically 92
 - Reinventing your self-identity 93

Part III: Jumping In: The How-to of Decision-Making 95

Chapter 7: Understanding Intuitive Decision-Making 97

- Getting the Lowdown on Intuition..... 98
 - Defining intuition 98
 - Unraveling myth from fact..... 98
 - Knowing how intuition differs from impulse and fear 100
 - Understanding the benefits of intuitive decision-making in business 102
- Understanding How Intuition Works..... 103
 - Processing incoming data..... 103
 - Forming patterns from cues 104
- Building Up Your Intuitive Powers 105
 - Identifying your intuitive strengths – the mechanics 105
 - Improving your intuitive intelligence..... 108
 - Uncovering procedures that interfere with intuition..... 110
 - Removing the risk of overwhelm 110
- Balancing the Rational with the Intuitive 111

Chapter 8: Laying the Groundwork for All Decisions 115

- Reviewing the Essentials for Sound Decisions 115
 - Identifying purpose..... 116
 - Seeing ahead: Clarifying the endpoint..... 118
 - Determining timing: Why now? 120

Assessing commitment: Your own and your colleagues	124
Calculating the risk and impact of doing nothing.....	126
Deciding Who Decides	128
Factoring in management style and working environment	128
The buck stops where? Authority and responsibility.....	129
Investigating Decision-Making Models.....	130
Relaying top-down decisions: The command-and-control style.....	131
Using consensus	132
Building a Team for Participatory Decision-Making	134
Chapter 9: The Nitty-Gritty: Walking through the Decision-Making Process	135
Clarifying the Purpose of the Decision	135
Identifying the reason for the decision	136
Taking a tactical or strategic approach	136
Taking the Blinders Off: Eliciting All Relevant Info	137
Doing your research	137
Gaining some distance to stay objective	138
Paying attention to different perspectives	139
Separating fact from speculation.....	140
Including feelings as information.....	140
Knowing when you have enough.....	141
Sifting and Sorting Data: Analysis.....	142
Conducting your analysis	142
Critically evaluating your data.....	143
Making assumptions intentionally . . . or not.....	144
Establishing and weighing criteria	145
Avoiding analysis paralysis	148
Generating Options	150
Avoiding the one-option only trap.....	150
Broadening the option pool by tapping into others' creativity	150
Vetting your top options.....	152
Assessing Immediate and Future Risk	153
Identifying risks.....	153
Considering people's response to risk.....	154
Mapping the Consequences: Knowing Who Is Affected and How	156
Making the Decision	156
Communicating the Decision Effectively.....	157
Implementing the Decision.....	158
Putting together your action plan	159
Deciding what is important: Metrics	160
Setting priorities	162
Learning from the implementation process.....	162

Decision-Making on Auto-Pilot: Intuition in Action	164
Grasping intuitive decision-making	164
Taking a closer look at intuition in different situations	165
Chapter 10: Tackling Various Types of Business Decisions.	167
Visionary Decisions: Getting a Grip on Direction and Focus	167
Strategic Decisions: Moving from Here to There	168
Making high-level strategic decisions	169
Applying strategic thinking to lower-level goals	170
Adjusting your strategy as necessary	172
Operational Decisions: Seeking Out Efficiencies	172
Going to frontline employees for ideas	172
Making operational decisions: Things to think about	174
Financial Decisions: Raising and Protecting Your Cash Cow	175
Securing financing	175
Sustaining cash flow	176
Avoiding the five most common financial errors	176
Problem-Solving Decisions: Getting to the Root of Issues	177
Uncovering and addressing the root cause	177
Tackling problems creatively	179
Making Partnership and Joint Venture Decisions	180
Determining whether to pursue a joint venture or partnership	180
Chapter 11: Exploring the Decision-Making Tool Kit.	183
Adopting an Approach That Gets Engagement and Results	183
Differentiating between authority and power	184
Powering up a more engaged workforce	185
Engaging in Formal Decision-Making Methods	186
Using negotiation to make mutually acceptable decisions	186
Seeking consensus	187
Using Participatory Decision-Making Tools	189
The Gradients of Agreement tool	190
Dot voting to gauge opinion and progress	193
Visualizing consequences, relationships, and ideas: Mind mapping	196
Chapter 12: Strengthening Relationships with Employees and Customers	199
Improving Well-Being at Work	200
From happy employees to loyal customers: Creating a ripple effect	200
RJ Allen Construction, an example	201
Recognizing the Consumer as a Change Agent	203
Keeping an eye out for trends	203
Chatting up consumers	204

Reconnecting Business to Customer Service.....	204
Bridging the gap to connect to your customers	205
Getting inside the customer's head: Empathy mapping.....	206
Using social media to obtain feedback	208
Focusing on what's important to the customer.....	209
Promoting Communication with Customers and Employees	210
Establishing intention and value.....	210
Calculating the benefits of communication.....	212
Setting goals for your interactions	213
Delving into Information-Gathering Methods	214
Tools and techniques for formal consultation.....	214
Establishing informal information-gathering channels.....	217

***Part IV: Making Decisions in Various Roles* 219**

Chapter 13: Becoming a More Effective Decision-Maker..... 221

Upping Your Game: Transitioning from Area-Specific to Strategic Decisions.....	222
Highlighting strategic decisions.....	222
Avoiding the perils of micromanaging	225
Moving from specializing in one area to working across functions	228
Displaying Character through Decision-Making.....	230
Mirror, mirror, on the wall: Taking a close look at yourself	230
Using defining moments to build character	231
Handling yourself when things go wrong	232
Improving Your Decision-Making by Becoming a Better Leader.....	234
Differentiating between leadership and authority	234
Using your power for good	235
Being a leader good enough to ask the tough questions.....	235
Creating Safe and Stable Workplaces.....	236
Adapting your management style.....	237
Taking steps to improve the quality of the working environment.....	238
Being the leader you expect to see in others	240

Chapter 14: Making Decisions as a Manager 243

Recognizing the Changing Role of Manager	243
Embracing your role as change agent.....	244
Adapting your management style.....	246
Choosing Your Leadership and Management Styles	249
Looking at leadership styles.....	250
Using authority effectively: Different styles for different situations.....	251
Dealing with unmet expectations	253

Chapter 15: Making Decisions as an Entrepreneur or Small Business Owner 255

Knowing What Makes You Tick	256
Identifying your entrepreneurial qualities.....	256
Gaining clarity on your values and philosophical foundations.....	257
From Flying by the Seat of Your Pants to Putting Systems in Place	259
Moving from multitasking to building a team	260
Deciding how work gets done	261
Staying aware of your decision-making process.....	262
Taking Steps When the Thrill is Gone.....	264
Step 1: Figuring out what you want	264
Step 2: Ascertaining where your business is.....	265
Key questions when you still can't decide	266

Part V: Applying Decision-Making Skills to Specific Challenges 267

Chapter 16: Using Change to Achieve Personal Fulfillment 269

Reinventing Yourself after a Setback.....	269
Changing your mindset after a setback	270
Taking the first steps to a new future	271
Gaining Clarity on Your Passion, Purpose, and Direction.....	272
Using a vision board to gain clarity.....	272
Testing your commitment to a decision: Visualization	275
Going my way? Choosing your path.....	275
Strengthening Your Resiliency	277
Assessing the state of your personal spirit.....	277
Viewing your whole life as a lesson in leadership.....	281

Chapter 17: Facilitating Participatory Decision-Making Meetings 283

Clarifying Your Role in a Meeting.....	283
Distinguishing among facilitating, moderating, and chairing	284
Letting go of attachment to a specific outcome	286
Meeting Preparation Basics	286
Establishing the purpose of the meeting	286
Identifying reasons to meet	287
Putting together a bare-bones plan.....	287
Choosing a formal or informal meeting structure	288
Putting Together a Meeting Plan for Complex or High-Stakes Decisions.....	289
Step 1: Stating the overall goal and metrics	289
Step 2: Putting together a framework for the meeting.....	290



- Step 3: Assigning tasks in preparation for the meeting 290
- Step 4: Structuring the meeting with a meeting plan 291
- Running a Productive Meeting..... 293
 - Getting on the same page with an overview 294
 - Keeping the meeting on track: Dealing with group dynamics..... 295
- Tools to Help You Facilitate and Manage Meetings 299
 - Structured round table: A tool for gathering perspectives 300
 - Visual and group collaboration tools for meetings 300

Chapter 18: Making Decisions about Partnerships and Joint Ventures 305

- Understanding the Different Partnership Structures..... 306
 - Looking at partnerships 306
 - Examining joint ventures 306
- Determining Mutual Benefit 307
 - Thinking through partnership potential..... 308
 - Mapping out gains and value in joint ventures 309
 - Assessing the fit 312
- Finalizing the Agreement 316
- Communicating Productively during the Venture 317
 - Focusing on trust 317
 - Using conflict to advantage 319
- Testing Trust, Courage, and Cooperation When the Going Gets Tough..... 320

Chapter 19: Setting Ethical Standards. 321

- Defining Business Ethics..... 321
 - Looking at ethics in business 322
 - Falling from grace: Unethical business practices 323
- Understanding Pressures That Lead to Unethical Decisions 325
 - External pressures: The changing nature of business 326
 - Internal pressures: Working conditions and relationships 327
 - Eliminating conditions that lead to ethics breaches..... 328
- Setting Formal and Informal Standards 330
 - Developing a formal code of ethics 330
 - Establishing an informal code..... 332
- Common Concerns: Dealing with Supply Chains and Health and Safety..... 335
 - Reducing workplace hazards 336
 - Bringing the supply chain up to ethical standards 337

Part VI: The Part of Tens	339
Chapter 20: Ten Tips for Decision-Making in Uncertain Situations	341
Check Assumptions.....	341
Stretch Out of Your Comfort Zone	342
Ask Profound Questions	342
Learn from the Past.....	343
Listen Deeply.....	344
Shift Perspectives	344
Move From Inertia to Action	345
Pay Attention to What Your Heart Tells You.....	345
Embrace the Unpredictable	346
Work with Risk Differently.....	346
Chapter 21: Ten Ways to Improve Decision-Making	347
Find Your Inner Calm	347
Know When to Follow Plans and When to Co-create.....	348
Keep Your Mind Nimble.....	348
Focus on the Mission	349
Innovate through Disruption	349
Tap into Your Intuition	350
Learn from Mistakes.....	350
Keep an Open Mind	351
Balance the Intuitive with the Rational.....	351
Pay Attention to the Workplace	352
Chapter 22: Ten Secrets behind Ethical Decision-Making	353
Employees Feel Respected and Happy	353
Relationships Are Built on Trust	354
The Focus Is on Collective Achievement.....	354
The Right Things are Rewarded	355
Minimum Compliance Isn't Enough	355
Good Character is Important	355
Everyone Leads.....	356
Principles and Values Guide Action.....	356
Attention Is Given to Workplace Culture.....	357
Trust Is the Underlying Value	357
Index	359

Introduction

Take a look at any company's results, and you see the effectiveness of its decision-making. One needs only to witness our global issues — such as diminishing biodiversity and lack of employee engagement — to recognize the consequences of past decisions. Expanding decision-making proficiency requires evolving deep perception together with higher awareness at a personal and organizational level. Without being able to see the big picture, decision-makers can't leverage the invisible forces to achieve prosperity.

As the business environment has changed from being predictable to being uncertain and from being simple to being complex, a transformation is required in how decisions are made, both individually and within organizations. As it redefines its role in society, business must restore trust with its employees and its customers. Personally, professionally, and organizationally, it's time to gain access to all your creative resources and intelligences so that you can make the decisions you need to, to prime your company for success in this ever-changing world.

In this book, in addition to insights into intuition — a key but often overlooked component of good decision-making — are thoughts and ideas from inspirational business owners, stories of innovative start-ups, and conventional and collaborative tools. Mostly you discover how you can participate in designing both a fresh, rejuvenated world of work and world at large.

About This Book

Day-to-day decision-makers wrestle with information overwhelm and priority setting in dynamic conditions. To top it off, humans are complex beings with lots of hidden and unnoticed biases. Decision-making is clearly both an art and a science.

In *Decision-Making For Dummies*, I provide both traditional and very innovative approaches to decision-making. I demystify some of the mysteries about intuition, bias, and rational decision-making, while showing you how to take a more intelligent approach to decision-making. For example, probably no other topic generates more diversity of opinion than decision-making, especially when it comes to the role of intuition. Top business schools teach rational decision-making despite research showing it's not that effective and even

though real-world entrepreneurs rely on their intuition backed up by data. You can discover how to use intuition to improve your capacity to perceive situations more accurately and make decisions in dynamic environments and to handle complexity and uncertainty with confidence.

The tools, skills, and perspectives in this book offer ways for decision-makers like you to evolve your decision-making. In so doing, you'll gain greater confidence in who you are and what you bring to the decision-making process. And if you're overly confident as a decision-maker, I hope you'll gain some humility so that you can embrace diverse, seemingly opposing ideas, to become more flexible in your approach.

Nothing in this book is about *either-or* thinking, and the information I include serves each person differently. Not only will you find information that will help you address the particular decision-making challenges you face in the moment, but you'll also find information that helps you grow as a decision-maker.

Like all *For Dummies* books, the material is organized in an easy-to-access structure. Sidebars and paragraphs that accompany a Technical Stuff icon offer tangential information that enriches but isn't essential to understanding.

I've also established a few conventions. First, I differentiate between the brain's intelligence (its mental/intellectual fitness) and the heart's intelligence, an idea common in eastern traditions, which holds that the heart's intelligence is the path to innate knowledge. Second, I use the word *intuition* to denote your higher intelligence. It is not a mystical power; it is a powerful tool. In this book, I show you the science and the value of intuition.

Finally, you may note that some web addresses break across two lines of text. If you're reading this book in print and want to visit one of these web pages, simply key in the web address exactly as it appears in the text, pretending as though the line break doesn't exist. If you're reading this as an e-book, you've got it easy — just click the web address to be taken directly to the web page.

Foolish Assumptions

The biggest assumption I made while I wrote this book is that you want to know how to become a better decision-maker. Some other assumptions I made include the following: