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Decision Making

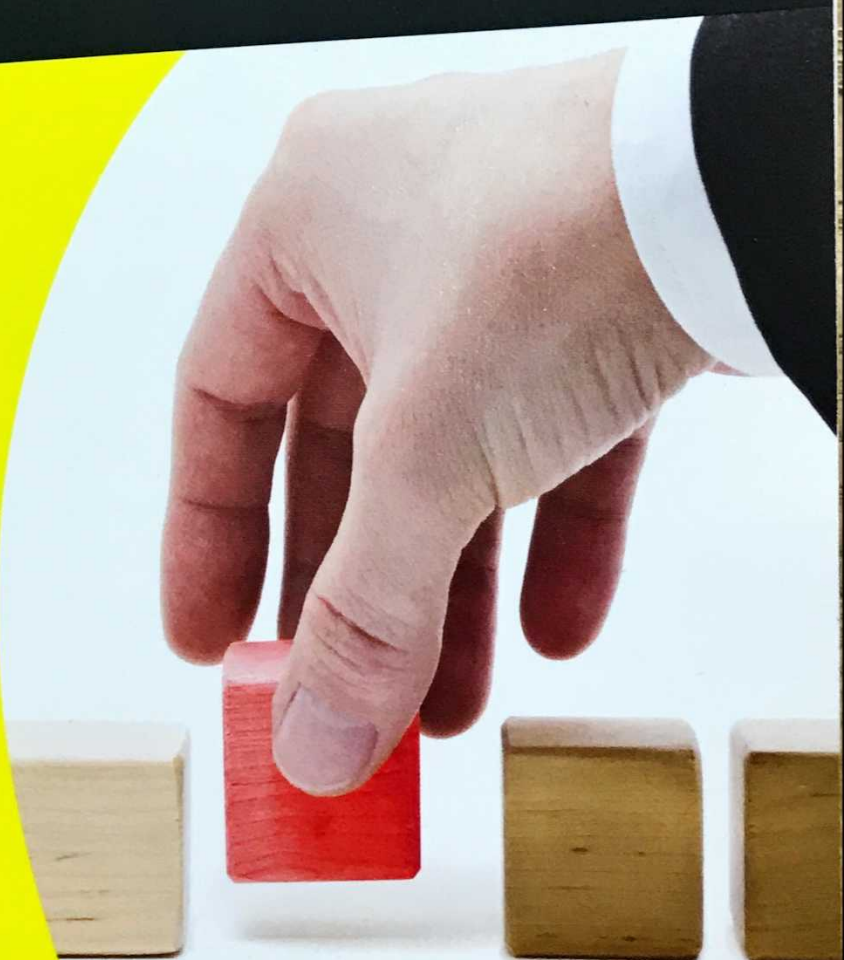
FOR
DUMMIES®
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Learn to:

- Grasp the impact of decisions on workplace trust and professional credibility
- Use change in the business environment to gain opportunities
- Communicate particularly sensitive decisions

Dawna Jones

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

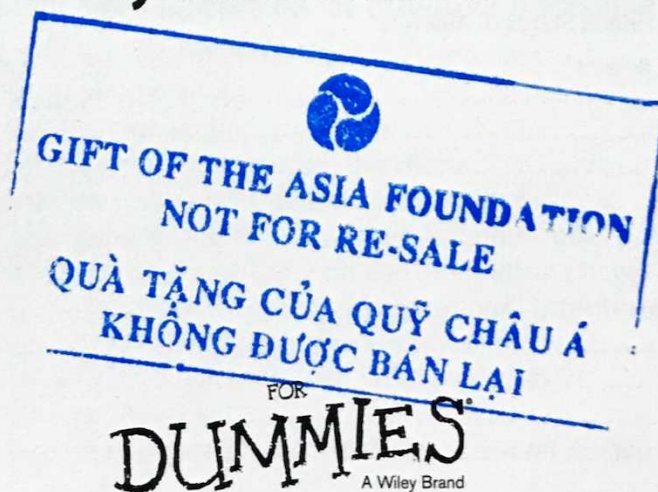


Decision- Making

FOR
DUMMIES®
A Wiley Brand



by Dawna Jones



Decision-Making For Dummies®

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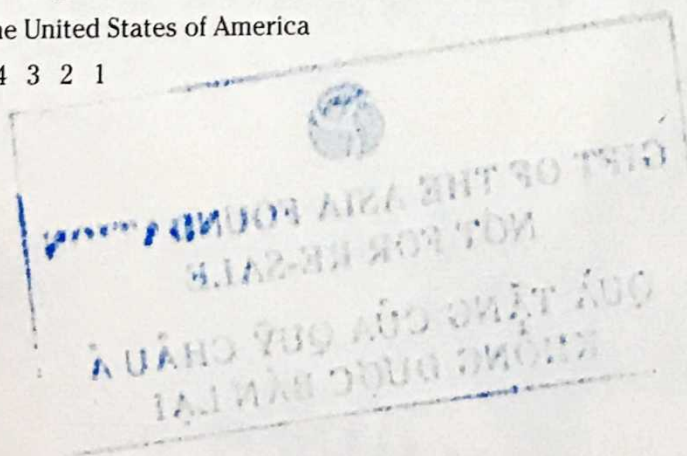


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Introduction

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: