dcm THE LEARNING EXPERTS

**Effective
Decision Making**

Session starts at 2pm

HELLO!

I am **Karen Maher**

I am an experienced HR consultant and workforce development specialist originally from the North East of England.

I specialise in coaching, mentoring, mediation and training delivery. I deliver QQI accredited courses including People Management, Supervisory Management and Medical Secretaries

I am also qualified to administer and deliver psychometric tests including EQi2 (Emotional Intelligence) and MBTI (Personality Types).

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Overview

Applying a robust decision-making process

Types of decisions

Steps to making decisions

Factors effecting decisions

Challenges of making a good decision

Group decision making

Problem solving

Communicating the decision

Assessing decisions made

Decision Making

Decision making is the **process** of **making** choices by gathering information and assessing alternative resolutions.

 Using a step-by-step **decision-making** process can help you make more deliberate, thoughtful **decisions** by organising relevant information and defining alternatives.

Decision Making

What kind of decisions do you make everyday?

How do you arrive at those decisions?

Types of Decisions

1. **Personal and Organisational Decisions**

   Decisions to watch television, to study are examples of **personal decisions**. They affect the organisation in an indirect way. Personal decisions cannot be delegated and have a limited impact.

   Organisational decisions are made in an official capacity. They are aimed at furthering the interests of the organisation and can be delegated. While trying to deliver value to the organisation, employees and managers are expected to keep the interests of all stakeholders also in mind. They need to take decisions carefully so that all stakeholders benefit by what they do

Types of Decisions

2. Individual and Group Decisions

Individual decisions are taken by a single individual. They are mostly routine decisions.

Group decisions, on the other hand are decisions taken by a group of individuals formed for a particular purpose.

Group decisions, compared to individual decisions, have far reaching consequences and impact a number of persons and departments. They require serious discussion, deliberation and debate.

What are the advantages and disadvantages of group decision making?

Advantages

A group has more information than an individual. Members, drawn from diverse fields, can provide more information and knowledge about the problem.

A group can generate a greater number of alternatives. It can bring to bear a wider experience, a greater variety of opinions and more thorough probing of facts than a single individual.

Participation in group decisions increases acceptance and commitment on the part of people who now see the solution as their own.

People understand the decision better because they saw and heard it develop.

Interaction between individuals with varied viewpoints leads to greater creativity.

Disadvantages

Groups are notorious time-wasters. They may waste a lot of time and energy getting organised.

Groups create pressures towards conformity; group think, force members to compromise.

Presence of some group members, who are powerful and influential may intimidate and prevent other members from participating freely.

It may be costly to secure participation from several individuals in the decision-making process.

The group consists of severed individuals and hence, it is easy to avoid responsibility.

Types of Decisions

3. Programmed and Non-Programmed Decisions

A programmed decision is routine and repetitive. Rules and policies are established in advance to solve recurring problems quickly. For example a hospital establishes a procedure for admitting new patients.

Programmed decisions leave no room for discretion. They have to be followed in a certain way.

Non-programmed decisions deal with unusual problems. Such problems crop up suddenly and there is no established procedure or formula to resolve them. For examples deciding whether to take over a unit, or restructure an organisation to improve efficiency, or where to relocate. Managers need to be creative when solving the infrequent problem and have to be treated differently each time they occur.

Types of Decisions

4. Strategic, Administrative and Routine Decisions

Strategic decision-making is usually a senior management responsibility. They are key, future-focused decisions affecting many parts of an organisation.

Administrative decisions deal with operational issues—dealing with how to get various aspects of strategic decisions implemented smoothly at various levels in an organisation.

Routine decisions are repetitive in nature. They require little deliberation and are generally concerned with short-term commitments.

7 Steps to making a decision

1 Identify a problem or opportunity

2 Gather information

3 Analyse the situation

4 Develop options

5 Evaluate alternatives

6 Select a preferred alternative

7 Act on the decision
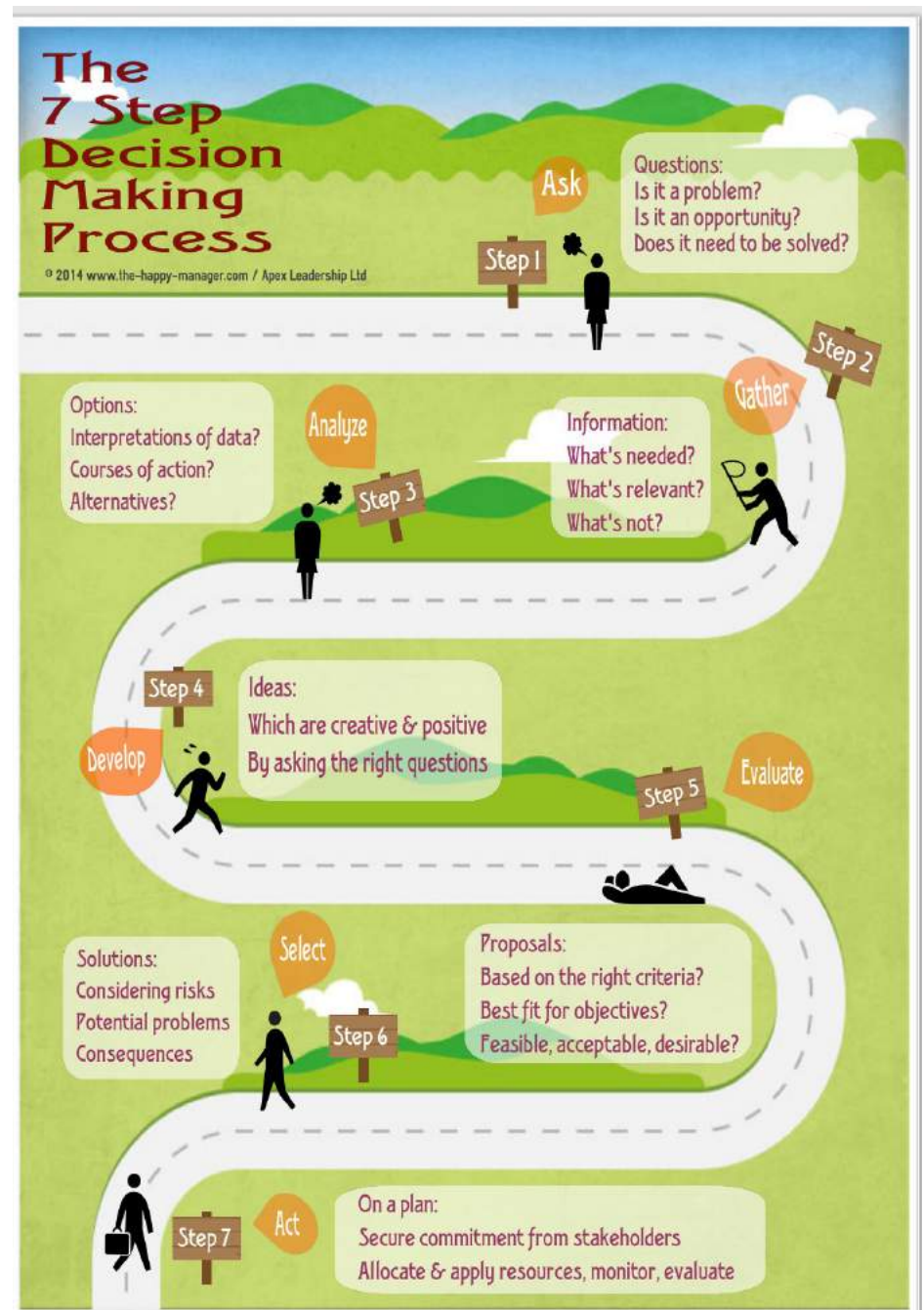
Steps to making a decision

1 Identify a problem or opportunity

The first step is to recognise a problem or to see opportunities that may be worthwhile.
Will it really make a difference to our customers?
How worthwhile will it be to solve this problem or realise this opportunity?

2 Gather information

What is relevant and what is not relevant to the decision?
What do you need to know before you can make a decision, or that will help you make the right one?
Who knows, who can help, who has the power and influence to make this happen (or to stop it)?

Steps to making a decision

3 Analyse the situation

What alternative courses of action may be available to you?
What different interpretations of the data may be possible?

4 Develop options

Generate several possible options.
Be creative and positive.
Ask "what if" questions.
How would you like your situation to be?

5 Evaluate alternatives

What criteria should you use to evaluate?
Evaluate for feasibility, acceptability and desirability.
Which alternative will best achieve your objectives?

Steps to making a decision

6 Select a preferred alternative (Scenario planning)

Explore the provisional preferred alternative for future possible adverse consequences.
What problems might it create?
What are the risks of making this decision?

7 Act on the decision

Put a plan in place to implement the decision.
Have you allocated resources to implement?
Is the decision accepted and supported by colleagues?
Are they committed to making the decision work?

Barriers

What barriers do you encounter when trying to make decisions?

Factors effecting decisions

Time

How quickly do you need a decision?

Sometimes the faster a decision is required, the more people move towards a 'do as I say' approach.

Importance

What's at stake?

It is a different decision making process when it's a crucial business decision than when you're making a minor choice. A good starting point is using a participatory style, gaining broad input, feedback, and perspective. it's important to let your team drive the process and make the decision. It gives them the experience-and the confidence-to tackle more difficult decisions in the future.

Factors effecting decisions

Buy-in

How important is buy-in from your team for success?

The more you require your team to take ownership the more relevant a participatory approach will be. If buy-in is not critical and the decision is clear cut, then a direct style may work .

Conflict

How controversial is the decision?

You may need to make tough choices, especially those that are not often popular, obvious or unanimous. The more conflict around a decision, the more critical it is to start with a participatory style. This allows you to hear everyone's view before moving forward through any conflict.

Decision Making

Concession

Giving way
Sacrificing the quality of the
decision making in the
interests of group cohesion

Consensus

Effective decisions
Genuine agreement
Seeing and seeking others point
of view

Compromise

Meeting others
Trading off
Avoidance of real issues
Poor decisions which satisfy
nobody fully

Coercion

Bull-dozing
Forcing own opinions through
Domination by loudest
members
Quieter members inhibited

Challenges of Making a Decision

Information overload. Having a lot of information is often viewed as beneficial, but if that information is not collated properly or only available via a multitude of methods, processing it all can become overwhelming.

Not having enough information. Not having enough information to support your decision is not good either; and you should be up to speed with all the relevant information in order to come up with the best solution.

Misidentifying the problem. There will be times when the decision is complex and you aren't sure where the main issue lies, as the actual cause may be elusive. Being able to conduct thorough research, receive useful data and speak with internal experts could help.

Challenges of Making a Decision

Overconfidence in the outcome. You should identify realistic, viable, achievable options rather than ones that are overly optimistic and unrealistic.

Impulsiveness. If decisions are taken too quickly you might inadvertently miss important data or forget about the impact of some action on the team.

Opinions and objectivity. It is natural to involve other people in the decision-making process, but you need to avoid falling for the halo or horns affect.

Review. If you make a decision, you will have to review and evaluate it to understand if it has really been the correct one

Challenges of Making a Decision

Improving your Judgement

- Be aware of your biases
  https://implicit.harvard.edu/implicit/takeatest.html

- Review all the evidence

- Consider if you have observed evidence for each conclusion

- Debate if you have contradictory evidence

- Assess if you are using the competency standard for the judgement or your internal standard

- Consider if you have allowed your feelings to sway your judgment

Problem Solving

Step 1	Evaluate the problem
Step 2	Manage the problem
Step 3	**Make decisions**
Step 4	Resolve problems
Step 5	Review the results

1. Evaluate the problem

Clarify the nature of a problem
Formulate questions
Gather information systematically
Collate and organise data
Condense and summarise information
Define the desired objective

2. Manage the problem

Use the information gathered effectively

Break down a problem into smaller, more manageable, parts

Use techniques such as **brainstorming** and lateral thinking to consider options

Analyse these options in greater depth

Identify steps that can be taken to achieve the objective

3. Make decisions

Decide between the possible options for what action to take

Decide on further information to be gathered before taking action

Decide on resources (time, funding, staff etc.) to be allocated to this problem
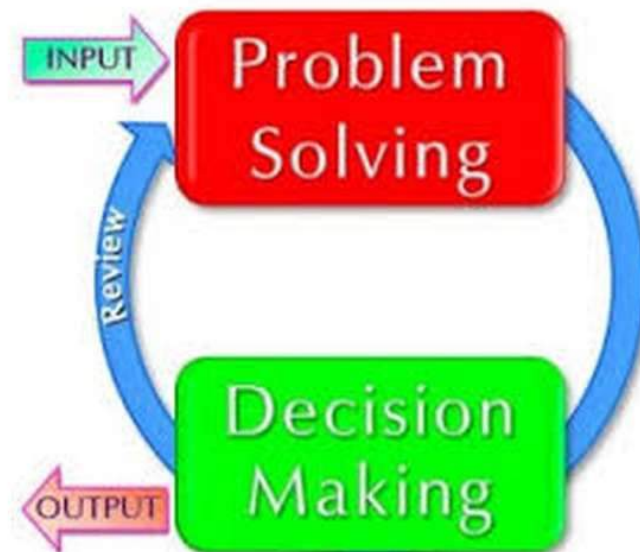
4. Resolve the problem

Implement action

Provide information to other stakeholders; delegating tasks

Review progress

5. Review the results

Monitoring the outcome of the action taken

Reviewing the problem and problem-solving process to avoid similar situations in future

Identifying a problem – Some tools

- The Five Whys
- Mind Mapping
- Brainstorming
- Fishbone diagram
- Critical Path Analysis

Identifying a problem – Some tools

EISENHOWER BOX DECISION MATRIX

	URGENT	NOT URGENT
IMPORTANT	**DO** Do it.	**DECIDE** Schedule it.
NOT IMPORTANT	**DELEGATE** Find someone to do it.	**DELETE** Don't worry about it.

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Communicating the decision

Transparency of information creates trust, which is important and vital when change is being made.

Decisions made behind closed doors are always suspect. Therefore, after the decision is made, you need to communicate it.

How you communicate the decision is everything.

Communicating the decision

When you communicate your decision, include the following:

The reason the decision was necessary: Include a brief summary of the opportunity or issue the decision and action plan address. Explain the "why."

The final decision: Straightforward – tell them the decision

The implications: What the decision means to both your customers and your stakeholders. Address how the solutions will help and discuss the changes that these groups would probably see as losses.

What will happen next and what you need them to do to support the decision: Feedback and feed-forward information allows for adjusting to change.

DECISIONS,
DECISIONS,
DECISIONS...

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Assessing Decisions Made

Once you have made your final decision and put it into action, it is necessary to **evaluate** the decision and the steps you have taken to ensure that it works.

This final step is probably just as important as step one, if not more important, because it will help you to further develop your decision making skills for future problems.

This step is also fundamental because it may require you to seek out new information and make some changes along the way.

Remember, this step requires some patience and it can also encourage perseverance. Why? Because it may take some time to see the final outcome. Recognising that if the first decision is not working, you may have to go back to step two and choose another option

DECISIONS,
DECISIONS,
DECISIONS...

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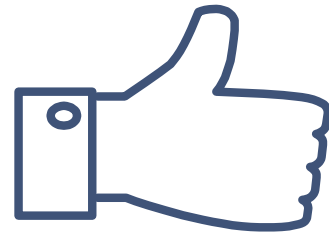
Assessing decisions made

Summary & Recap

Q&A

GOOD BYE &
GOOD LUCK!

THANKS!

Any questions?
You can find me at
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