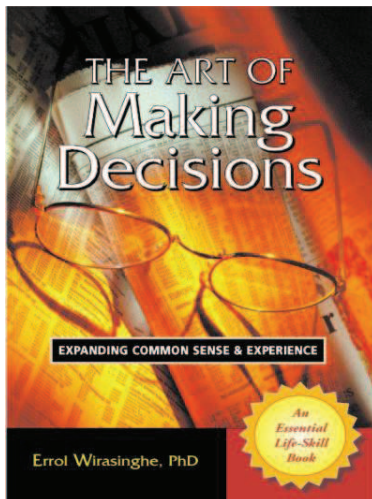


## A thought-provoking discussion on.... **Decision-Making!**

Do you know anyone who knowingly makes a “bad” decision? Probably not!

Fact: *At the time I make a decision, I firmly believe I am making a good decision!*  
(at least from my point of view.)

So, if all decisions are “good” decisions, then why do we see so many fiascos?



### Behavioral Research Confirms....

- ✓ Lower expectations lead to greater happiness.
- ✓ We can be deceived by both visual and cognitive illusions.
- ✓ When faced with many choices, people often go with the default option, or simply use gut-feel and intuition.
- ✓ While more choices is appealing, and will lead to a better outcome, the process itself is debilitating.
- ✓ We over-exaggerate the significance of winning or losing. Except in a few cases, happiness and sorrow are very short-term.
- ✓ If the decision is reversible, we tend to have more negative emotions, wondering if we made the best decision.
- ✓ “Priming of the mind” can have serious implications on “team” decisions.

### Some Questions and Myths....

- Have you ever wondered – what a good decision is?  
*If you think it is one that produces the desired outcome, sadly, it is a limited definition.*
- Real-world decisions are multi-dimensional (multiple criteria, multiple candidates, and multiple decision-makers). Do you really think you can get by with common-sense and gut-feel?
- Are your managers operating like fire-fighters? Solving problems, and then waiting to see where the next problem might be?
- Are you using “problem-solving” techniques to make decisions?  
*We stress: problem-solving is NOT decision-making!*
- Research and literature on decision-making are at two extremes: At one end we have mathematicians working on artificial intelligence, neural networks, fuzzy logic, robotics, etc.; and at the other end behavioral scientists and neurobiologists are studying human behavior and the brain. Do you know how to benefit from these advances?
- Once you make the decision, do you validate your decision before you move to the implementation phase?
- Are your “team decisions” victims of “Groupthink”?  
*As victims of groupthink, NASA paid a heavy price – ... the losses of Challenger and Columbia. Most folk within teams – just go along to get along!*

**Helping people make better decisions!**

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