

Tool Shed

DECISIVENESS

STEP 1: DECISION-MAKING STYLES: WHICH WAY DO I TREND?

Identify which quadrant – 1, 2, 3 or 4 – best describes your overall decision-making style or preference.

Think about what happens to you when you are faced with challenging and difficult decisions.



DECISIVENESS	HIGH	<p>Risky – Risk Taker</p> <ul style="list-style-type: none"> • Lots of intuition and gut • Shifts directions rapidly on issues • Speed errors often made • No clear process for assessing risks and options • Built for speed 	<p>Speed & Accuracy</p> <ul style="list-style-type: none"> • Proactively gathers pertinent data and viewpoints needed for a decision • Looks at alternatives, weighs them carefully • Conducts cost-benefit analysis on major decisions • Bias for action • Makes the difficult decision • Exhibits strong conviction for decisions made
	LOW	<p>Unsure/Procrastinator</p> <ul style="list-style-type: none"> • Stressed over the thought of a difficult decision • Unable to put a stepwise plan in place for making a decision • Uneasy about making the call on a difficult decision • Procrastinates and pushes off uncomfortable decisions • Uncomfortable with complex or extensive data analysis 	<p>Slow & Steady</p> <ul style="list-style-type: none"> • Delves into deep analysis of issues • Always looking for more data, support and information • Well thought out decisions but not always timely • Has the right answer but won't share it • Waffles on decisions after they are made
		LOW	HIGH

ANALYTICAL THINKING

My primary decision making style: **QUADRANT** _____

STEP 2:

Review the decisions that you categorized as Quadrant 3. What are the common themes? What has helped you to become comfortable with these decisions?

STEP 3:

Review the types of decisions that you categorized as Quadrant 1, 2 and 4. Are there common themes? Have you ever made mistakes by moving too quickly? Conversely, what consequences have you encountered when you have been overly slow or uncertain in your decision making?

As you work through Steps 3 and 4, consider the following themes that often impact decision making:

- Experience
- Clarity of what is being asked
- Outcomes or consequences
- Timeframes/deadlines
- Amount of data available
- Authority
- Confidence level
- Level of conflict associated with the decision

STEP 4: FINDING THE RIGHT DECISION-MAKING BALANCE

Knowing your own natural tendencies is critical. Recognize when you are apt to “leap without looking” and become a Risky-Risk Taker. Also, be attuned to the types of decisions you may avoid or about which you may procrastinate.

When faced with an important decision consider:

- What is the decision that needs to be made?
- What time constraints or deadlines exist for the decision?
- Who will be affected by the decision?
- What information, data or perspectives do I need to gather before making a decision?
- What realistic options or choices do I have?
- What are the best-case and worse-case outcomes for each choice?
- What do my experience and “gut” tell me?

Regardless of your dominant decision-making style, the approach above can help you transition into more of a Quadrant 3: Speed & Accuracy decision maker.