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Growing Communities One Idea at a Time
- Making Great Decisions -

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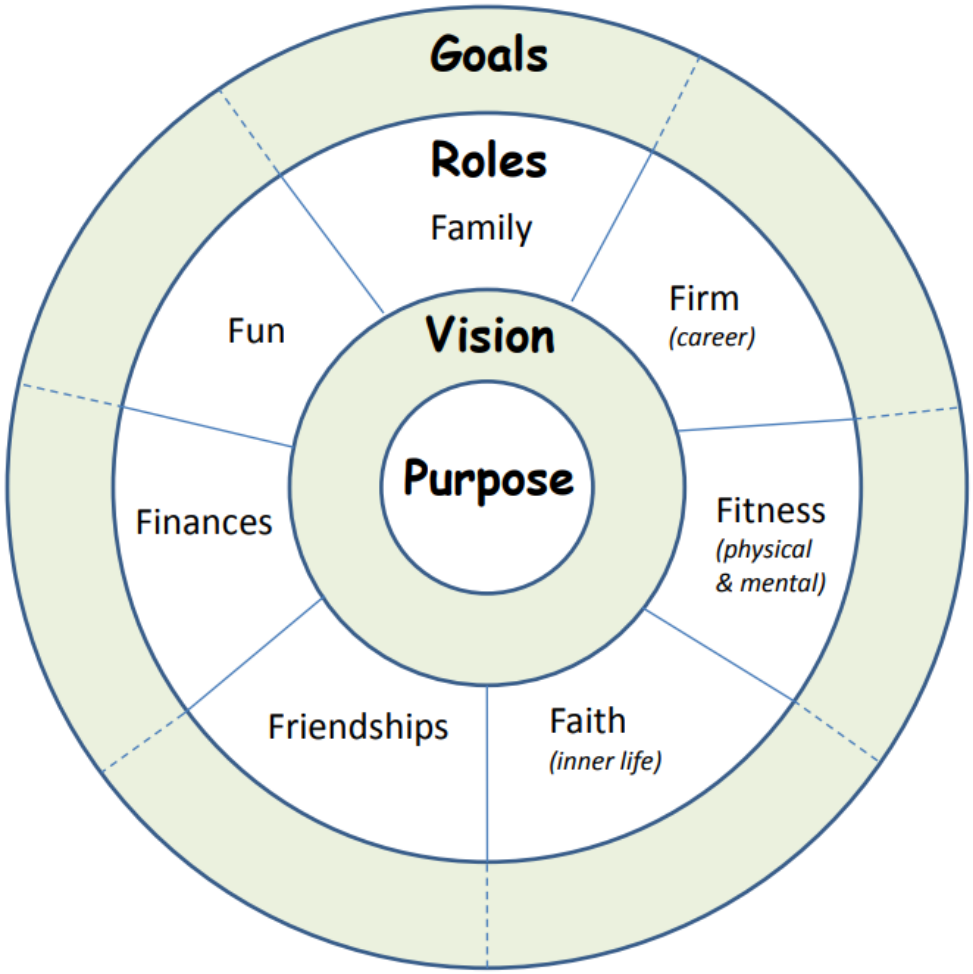
Goals
Roles
Family
Firm
(career)
Fun
Vision
Purpose
Finances
Fitness
(physical
& mental)
Friendships
Faith
(inner life)

Session Topics

In this session, we will:

- Discuss decision making challenges & Saboteurs
- Learn the **3F's** of decision makings; Framing, Focusing and Flexing
- AIM to maintain focus and avoid distractions
- Review practical decision making checklists
- Explore team decision making

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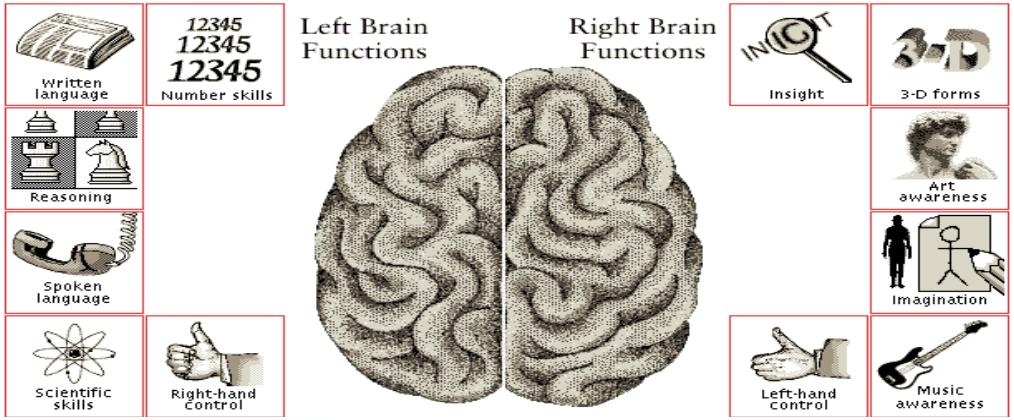
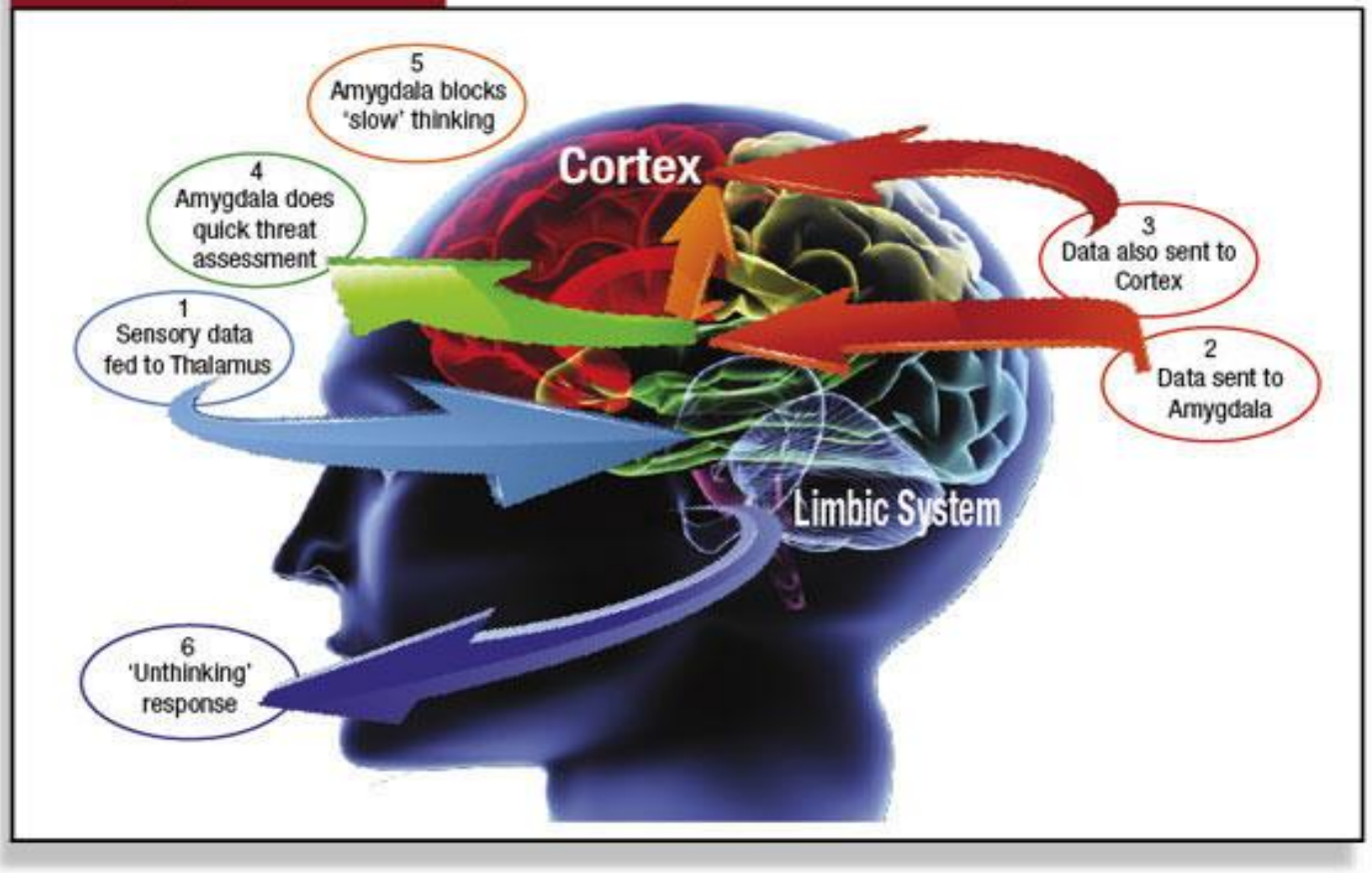


Figure 1 Step-by-step process of an amygdala hijack



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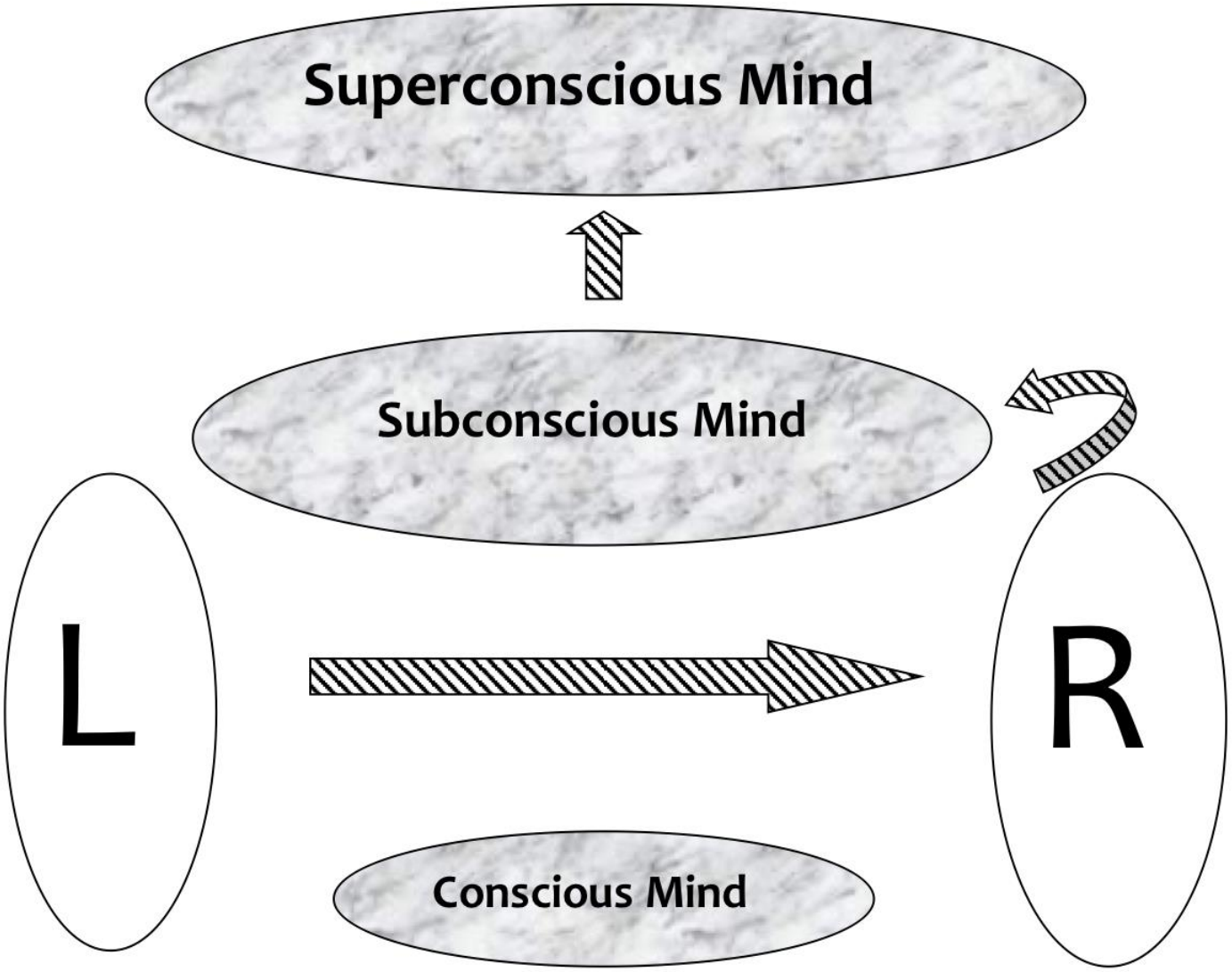
Pentalateral Thinking



Evolution of Human Capital Quotients - Q's -

Intellect – Education – Reasoning Abilities – Job Skills Proficiency

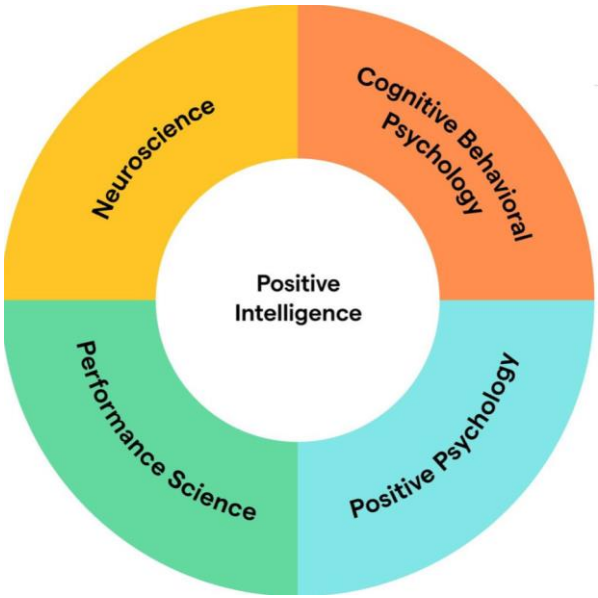
Self Awareness – Self Management

Social Awareness – Relationship Management

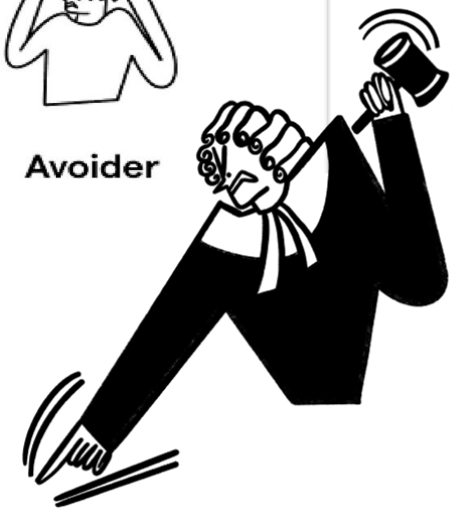
Character Quotient (CQ) - CQ represents the element of a person's profile revealing their underlying ***attitudes***, ***beliefs*** and ***commitments*** that shape their behavior.

Positive Psychology – Neuroscience – Cognitive Behavioural Science – Performance Science

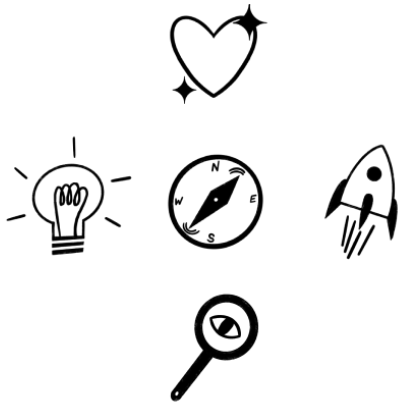
Saboteurs



The Judge



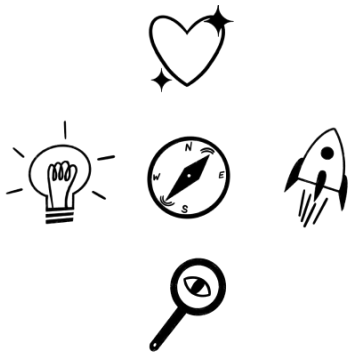
10 Saboteurs



5 Sage Powers

10 Saboteurs

Brainstem
Limbic System
Parts of Left Brain



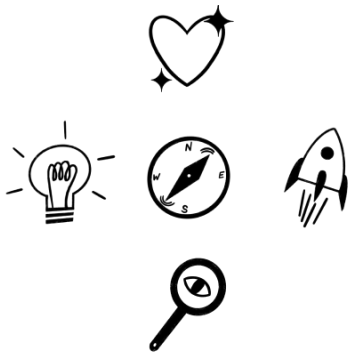
5 Sage Powers

Middle Prefrontal Cortex
Empathy Circuitry
Parts of Right Brain

Saboteurs

Motivates you through negative emotions …

…fear, stress, anger, guilt, shame, insecurity, …



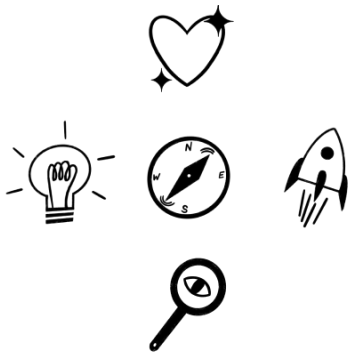
Sage

Motivates you through positive emotions…

…empathy, curiosity, creativity, passion and purpose.

Saboteurs

Might generate success but NOT happiness.



Sage

Generates your highest success and sustained happiness.

Realign Rigorously

…how to make mid-course corrections and handle constant change.

Most people are constantly trying to prove the illusion that "life is supposed to be easy."

This principle teaches people how to face the difficulties of life and how to make appropriate mid-course corrections.

This learning process minimizes the distress of the emotional and mental turmoil that worrying creates.

Realign Rigorously

Framing

Purpose: What am I trying to accomplish in this decision?

Principles: What core values do I hold that should influence and shape this decision?

Priorities: What is most important in this situation?

Peculiarities: What are my strengths / weaknesses and how do they impact this decision?

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Realign Rigorously

Focusing – keeping your eye on the goal at the same time being agile in dealing with contingencies.

- Concentration
  - What are the potential distractions?
  - What are the opportunities and threats around the issue?
- Constant Learning
  - What new information, skills, training and knowledge would help make the decision?

Realign Rigorously

Flexing – constantly adapting to change and being creative in making mid-course corrections as new information come available.

- Creativity
  - Looking around the edges of things and willing to risk.
- Adaptability
  - Adjust to what's going on around you and learn to handle ambiguity.
- Learn From Mistakes
  - Fail Forward – look for lessons to learn and use in future situations.

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Decision Making Checklist

- What is the real decision that must be made?
- What is the primary (and secondary) goal(s) in making the decision?
- What experience(s) have you had that will assist you in making a good decision?
- Who can help you to make a good decision?
- What options do you (and those you've consulted) see as possible?
- What do you determine would be a probable/possible outcome of your decision?
- What do you think are the benefits and risks of your decision?
- When is the best time to begin acting on the decision?

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Decision Making Template

Think of a major decision you need to make. For 21 days, apply the three basic skills of.. .

Framing

Purpose: How do your purpose and mission affect this decision?
Priorities: What are your priorities? What difference do these make to your decision?
Principles: How do the various character principles affect the decision?
Peculiarities: How do your unique traits (strengths and weaknesses) affect this decision?

Focusing

What are the important issues to keep in mind as you look at this decision (e.g., feelings of family members, financial concerns, family unity, etc.)?

Flexing

Brainstorm ways to look at the decision and creative alternatives to the decision.

Now write down the decision to be made.

Decision:

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Time Management

Time is a fixed resource. Time Management is about a process to help you:

- Understand choices

  in order to

- Make great decisions

  relating to the events that happen to you.

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Improving Personal Productivity

System Concept:

Awareness

- get organized
- know the choices you have

Impact

- assess value/impact
- determine the best choices

Maintain Focus

- maximize productivity

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Improving Personal Productivity

Awareness – know the choices you have

You need to know:

- what you have promised to do
- what initiatives you want to take
- what new things you are being asked to do
- your current practices

You need to organize yourself using a “system” that captures all of the items listed above

Improving Personal Productivity

Impact – identify what "Adds Value" so you can determine the best choices

You need to:

- know your target objectives/outcomes
- assess how all of the things on your "to do list" add value and impact your ability to achieve your target objectives/ outcomes
- make great decisions on what to do, to achieve maximum impact

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Improving Personal Productivity

Maintain Focus – maximize productivity

You need to:

- plan – daily, weekly, monthly, etc.
- follow your productivity system strategy – build trust in it
- minimize distractions and control interruptions
- monitor progress and renew focus

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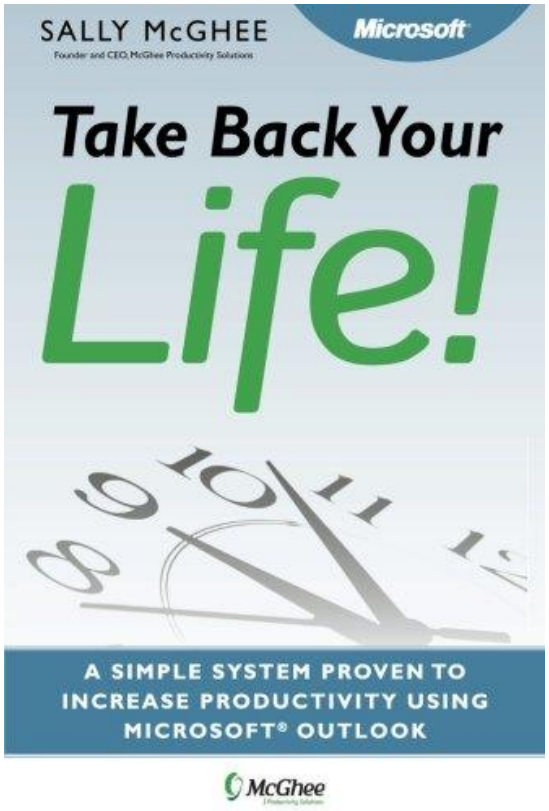
10 Beliefs that Limit Productivity (McGhee)

1. There's Too Much Information Coming at Me and I Can't Keep Up
2. I Get Interrupted Too Many Times
3. I Don't Have the Discipline to Be Organized
4. I Have to Keep Everything
5. It Takes Too Much Time to Get Productive
6. I Can't Find What I Need When I Need It
7. Organization Cramps My Freedom and Creativity
8. I'm No Good with Technology!
9. There's Not Enough Time in the Day!
10. I'm Not Organized By Nature



Do you identify with any?
What is missing?

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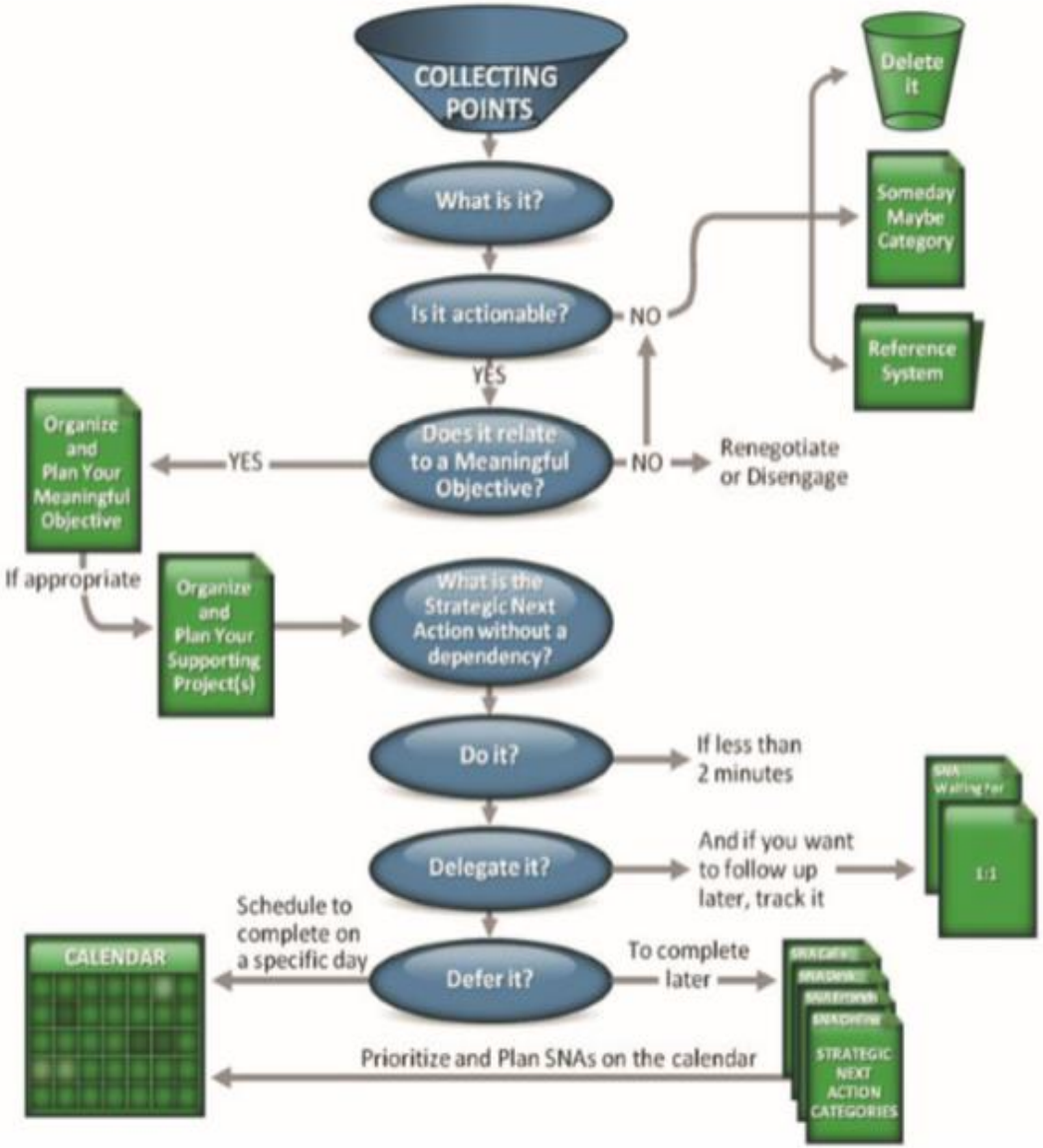
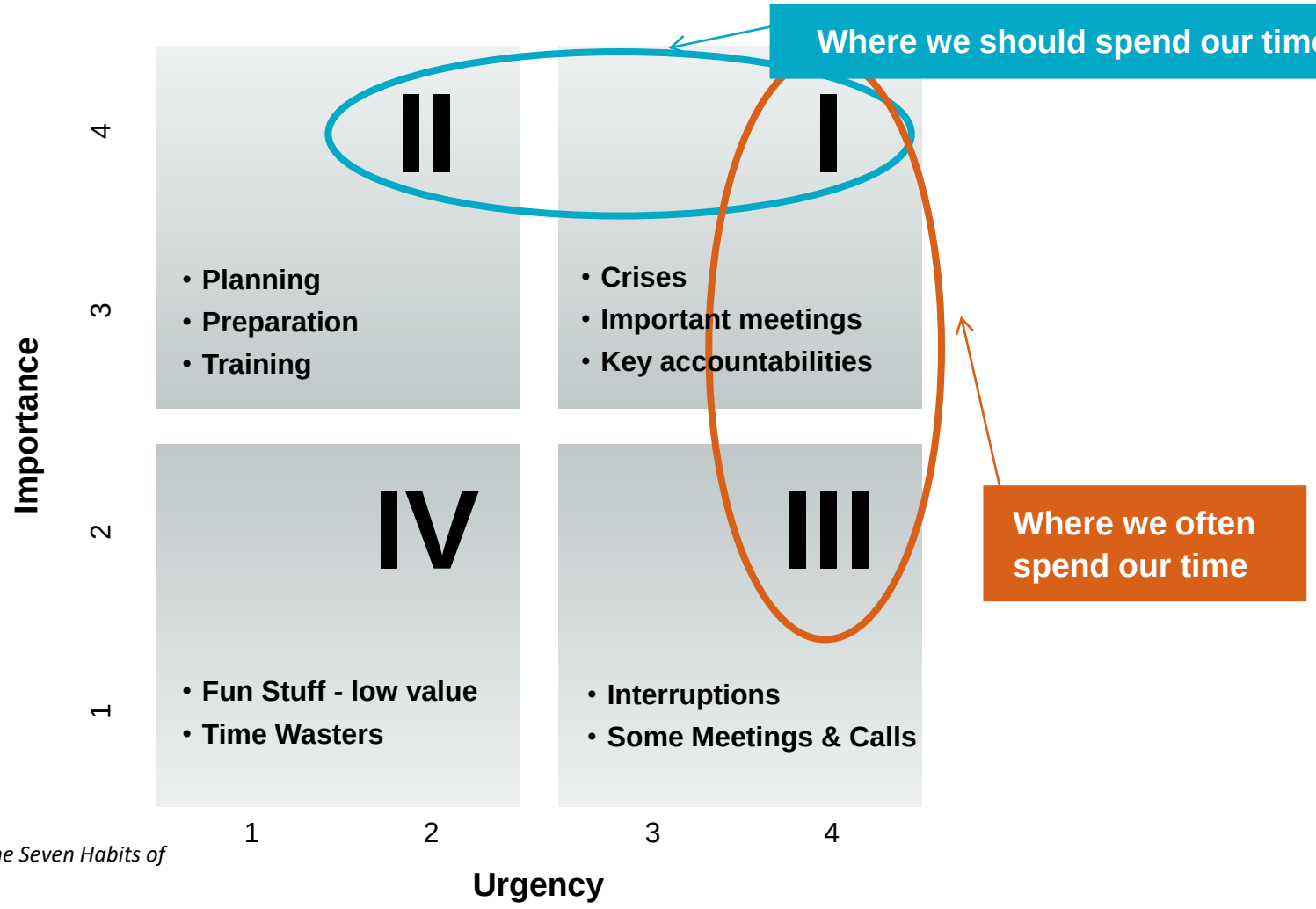
The Workflow Model



Improving Personal Productivity- Taking Action



Source: Stephen Covey, *The Seven Habits of Highly Effective People*

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Improving Personal Productivity

Dealing with Interruptions

What kinds of interruptions do you experience?

- People dropping by your workstation/office
  - Boss, Subordinate, Colleague
- Phone calls
- Emails buzzing/ringing
- Emergencies
- Procrastination, Loss of Focus (thinking about other things)
- Unexpected use of time
- Other

Improving Personal Productivity

Interruptions – Procrastination, Loss of Focus

- Lack of confidence
- Lack of clarity on the detailed steps
- Waiting for someone else
- Don't like the task
- Instead of doing big tasks, respond to urgencies – like to check things off of the to do list
- Mind clutter
- Other?

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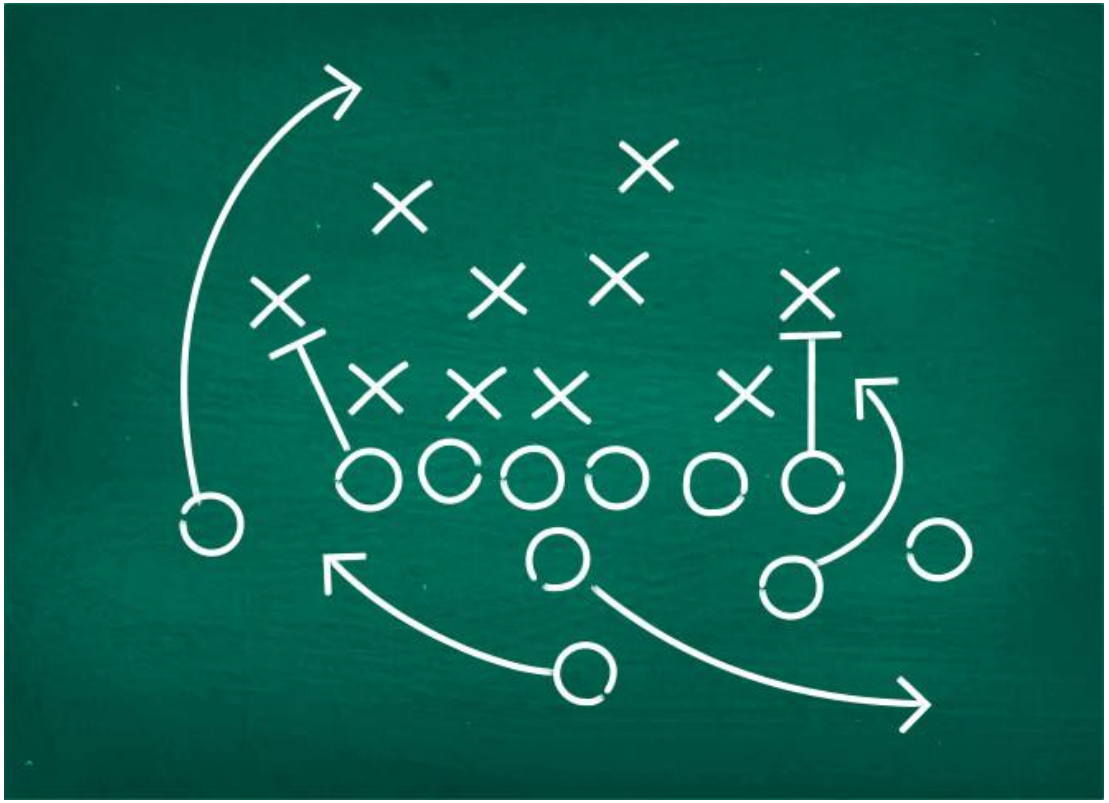
Team Decision Making



Team Decision Making

Decision Making Definition:

"The conscious process of making choices among alternatives with the intention of moving toward a desired state of affaires"*

Team Decision Making Approach:

- What is the decision to be made?
- When do you need to make it?
- Who should be involved in making it?
- How will you make the decision?

*"Canadian Organization Behaviour 10th edition", McShane, Tasa, Steen, pg170

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Team Decision Making – What

What – Defining the Issue and the Decision to be Made

- Identify the outcome you are trying to achieve – what is the goal of the decision?
- Be sure you are identifying the root issue in order to decide how to resolve it
- Employ different strategies such as the "5 Whys" to identify the root issue

If I were given one hour to save
the planet, I would spend 59 minutes
defining the problem and
one minute resolving it."

Albert Einstein

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Team Decision Making – What

Five Whys

Issue: A computer is slow to boot up on start up

1. **Why?** There are many applications being loaded at startup
2. **Why?** The previous user had many applications
3. **Why?** The computer did not have unnecessary applications removed
4. **Why?** The existing IT process does not include a “clean up” process – it is considered optional when IT is really busy
5. **Why?** The “clean up” process was not seen as a necessity

Team Decision Making - When

When

- Based on the statement of the outcome that is to be achieved, what is the timeline for making the decision?
- Take into consideration the schedules of key participants in the decision and any “prerequisite” decisions
- Is there any flexibility?
- Avoid “sandbagging” the decision deadline – this can lead to future delays if the credibility of timelines is in question
- If there is a regular pattern of decisioning making, consider creating a calendar of meeting dates where the purpose of the meeting is to make a decision

Team Decision Making – Who

Who

- Identify the Decision Maker (A – Accountable)
- Identify people with key roles. Use the RACI process to identify roles
  - Implementation (R – Responsible)
  - Subject Matter Experts (SMEs) (C – Consulted)
  - Others who are Impacted (I – Informed)
- Clarify who will play what role in each decision before you start the process

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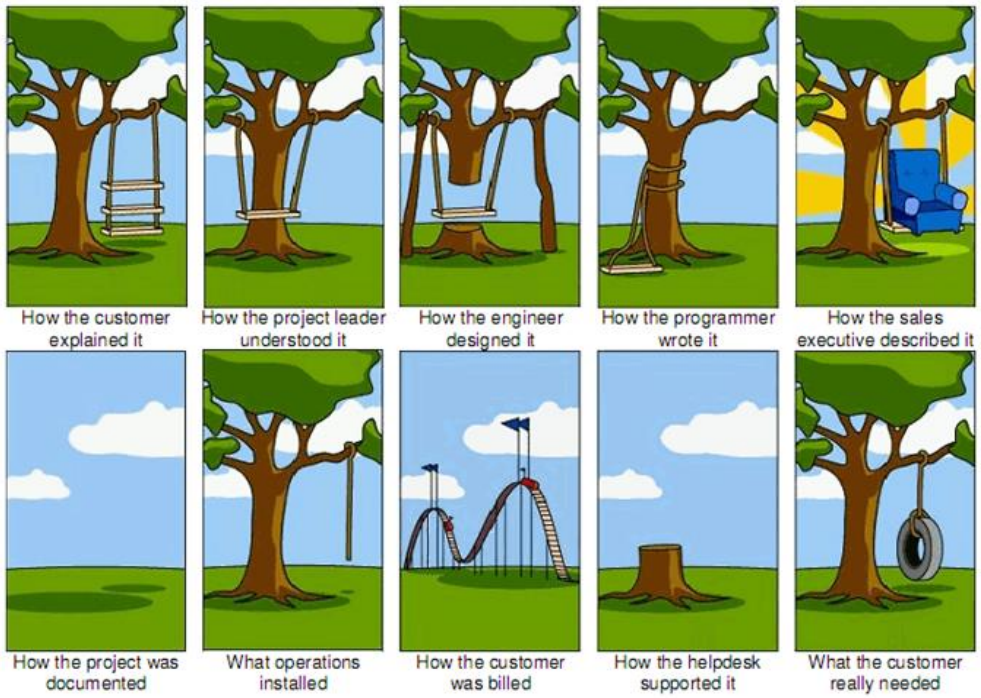
Team Decision Making – How

How

- Provide a structure for the decision approach
  - –Criteria that should be used to make a decision
  - –Agee on a process for comparing options
- Processes to Compare Options
  1. Simple evaluation of Pros and Cons
  2. Simple Matrix
  3. More Complex Multiple Criteria-Based Matrix



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Team Decision Making #1

Team Decision Making – Evaluating Pros & Cons

Outline each decision option and list the Pros and Cons for each.

Decision Options	Pros	Cons

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Team Decision Making #2

Team Decision Making – Simple Matrix

The concept of the simple matrix is to identify two key decision criteria and format them into a matrix. Then each of the decision options should be placed into the quadrant that is most appropriate for that option. For example, if it was determined that Ease of Implementation and Impact on the Organization were two key criteria that could help simplify the decision, the two criteria would be listed in the matrix. One in the horizontal axis and one in the vertical axis as seen fellow in the sample grid. Each decision option would then be placed into the appropriate quadrant.

Decision: _____

	Low Impact on the Organization	High Impact on the Organization
Easy to Achieve Successful Implementation	3	1
Difficult to Achieve Successful Implementation	4	2

Decision Options	Quadrant
Option 1	1
Option 2	1
Option 3	2
Option 4	3
Option 5	4

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Team Decision Making #3

Team Decision Making – Complex Matrix

The concept of the complex matrix is to identify several key decision criteria and format them into a matrix to enable the review of different decision options. Each of the decision options should be assessed in accordance with the various criteria and a total score can be calculated for each option. For example, if you have several criteria and some are more important than others, you can place more weight on some criteria than others so that those criteria have more impact on the overall "score". The score will provide insight into the top choices. The decision does not have to be the highest scoring option as there may be intangibles that could impact the overall decision; however, it provides useful perspective that can contribute to a robust dialogue prior to making the decision.

Sample:

	Criteria:	Criteria #1	Criteria #2	Criteria #3	Criteria #4	Criteria #5	
Options	Weight	3	3	2	2	1	Total
Option #1							
Option #2							
Option #3							
Option #4							
Option #5							

Complex Matrix Worksheet

Decision: _____

	Criteria:						
Options	Weight						Total

Team Decision Making – How

How

- Design, specify and confirm the interactions of decision making participants (RACI process can be reinforced here)
- Schedule meetings with clear objectives, an agenda and participant roles for the meeting
- Make a decision
- Outline an evaluation and feedback process

Making Great Decisions

Contact Information

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for access to Saboteur link and a free 30 minute debrief.

Phone: **306.373.1998**

Calendly Link: **https://calendly.com/dws-logia/30-min-meeting-with-dave-smith-1**

Website: **www.logiaconsulting.ca**

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