

# Making Better Decisions

## Frame the Decision

- Define the purpose
- Engage others (more brains are better than one)
- Seek agreement on the purpose
- Determine the urgency and the impact
- Look for knowledge gaps
- Collect resources
- Identify those impacted

### Discuss:

- How does urgency and impact affect decision-making?

## Contemplate

- Determine who needs to be involved and who needs to be informed
- Define roles
- Explore things you don't know
- Be curious
- Stay open to changing your mind
- Uncover your biases

### Discuss:

- Discuss the pros and cons of prior knowledge on decision-making

## Implement

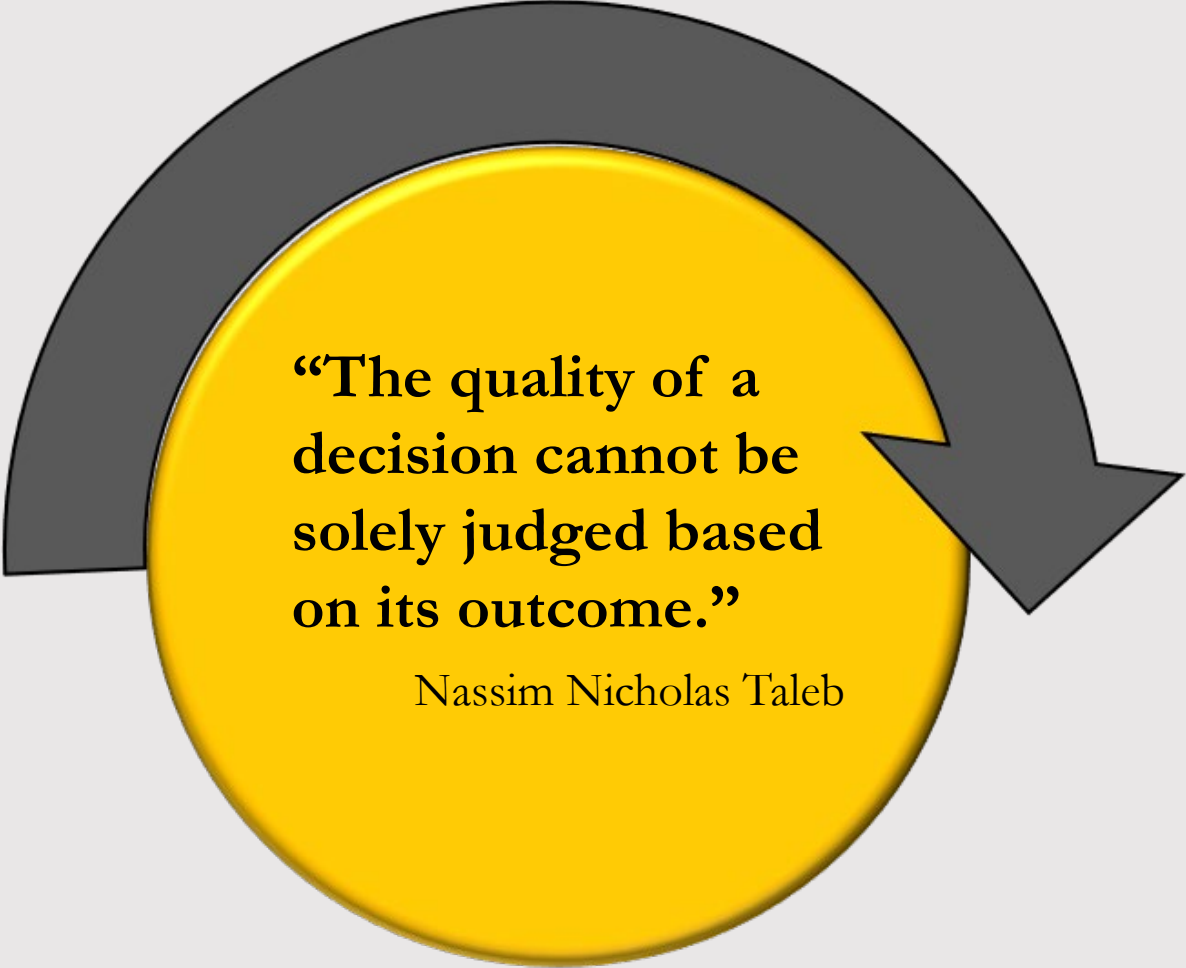
- Slow down and challenge initial conclusions
- Argue the opposite to expose reasoning gaps
- Look for cause-and-effect; cast a wide net
- Experiment with the data collected
- Use intuition *if* you have relevant experience

### Discuss:

- Reflect on & share what you have learned from past decisions



# Closing – Better Decisions



**“The quality of a  
decision cannot be  
solely judged based  
on its outcome.”**

Nassim Nicholas Taleb



# Resources: *Better Decisions*

## LinkedIn Learning

- Critical Thinking for Better Judgment and Decision-Making (~56 minutes)  
<https://www.linkedin.com/learning/critical-thinking-for-better-judgment-and-decision-making/upgrading-critical-thinking-2?u=50844473>
- Decision-Making Strategies (~ 47 minutes)  
<https://www.linkedin.com/learning/decision-making-strategies/involving-stakeholders-in-decisions?u=50844473>
- Decision-Making in High-Stress Situations (~36 minutes)  
<https://www.linkedin.com/learning/decision-making-in-high-stress-situations/rethinking-your-approach-to-stress-and-decision-making?u=50844473>
- Four simple rules for Decision Making (~3 minutes)  
<https://www.linkedin.com/learning/topics/decision-making?u=50844473>

## Online sources

- How to Make Better Decisions  
[https://greatergood.berkeley.edu/podcasts/item/Mindful\\_Decision\\_Making\\_Justice](https://greatergood.berkeley.edu/podcasts/item/Mindful_Decision_Making_Justice)
- The Ladder of Inference  
[https://www.mindtools.com/pages/article/newTMC\\_91.htm](https://www.mindtools.com/pages/article/newTMC_91.htm)



# More Resources: *Better Decisions*

## More Online sources

- Slow and Deliberate Wins the Decision-Making Game  
<https://www.theglobeandmail.com/report-on-business/careers/management/slow-and-deliberate-wins-the-decision-making-game/article20559677/>

## JMU Talent Development Resource Collection Books

- *Mistakes I Made at Work: 25 Influential Women Reflect on What They Got Out of Getting It Wrong* ©2014 by Jessica Bacal
- *Mistakes Were Made (but Not by Me): Why We Justify Foolish Beliefs, Bad Decisions, and Hurtful Acts* ©2015 by Carol Tavris & Elliot Aronson
- *Judgment Calls: Twelve Stories of Big Decisions and the Teams That Got Them Right* ©2012 by Thomas H. Davenport & Brook Manville
- *Nudge: Improving Decisions About Health, Wealth, and Happiness* ©2008 by Richard H. Thaler & Cass R. Sunstein
- *Re-Create Your Life: Transforming Yourself and Your World With the Decision Maker® Process* ©1997 by Morty Lefkoe

