

Mastering the Paradoxes of Decision Making

OVERVIEW

The quality of a manager's decision making skills is a result of the manager's ability to choose behavior patterns that correlate highly with effective decision making. These behavior patterns consist of specific behavioral paradoxes (behavior traits that on the surface seem opposing) that must be understood and mastered (extending behavior choices into both traits of the paradox) in order to improve and master decision making. Decision making behavioral paradoxes consist of...

- *Analytical* behaviors and *Intuitive* behaviors... the ability to use 'hunches' while simultaneously applying rational reasoning
- *Risking* behaviors and *Analyzing Pitfalls* behaviors... the ability to take calculated risks and understand the possible unintended consequences of actions
- *Optimistic* behaviors and *Analyzing Pitfalls* behaviors... the ability to see a positive outcome of decisions while understanding the possible obstacles
- *Persistent* behaviors and *Experimenting* behaviors... the ability to explore new and innovative ways of doing things while maintaining focus and discipline in implementation
- *Authoritative* behaviors and *Collaborative* behaviors... effectively participating with others in decision making, allowing others to provide input, yet willing to take full responsibility for decisions

Only through a 'behavioral mirror' can managers do the self-analysis, self-reflection, and begin the self management... extending the choices of behaviors to meet the situations they face regarding organizational decision making... that allows for self-improvement. The quality of a manager's decision making talent effects the organization in many ways... the quality of decisions, the degree of commitment in implementation, the working relationships with other managers and employees, perceptions of meaningful participation by others, ownership of decisions made in the work environment, and the alignment of decisions with business strategy and organizational culture. Without mastery of the decision making behavioral paradoxes these issues are left to chance and decision making skills... an essential element of managerial effectiveness... do not improve.



GOAL

Engage managers in a business decision making experience that will provide them with an opportunity to self-analyze (a 'behavioral mirror') and self-reflect on their own behaviors in a decision making process resulting in self-management and improvement in their own decision making skills.

BUSINESS RESULTS

- Behavioral competencies in the decision making process
- Ability to continuously reflect on decision making situations and self-manage for improvement on future decision making situations
- Improve the quality of the decision making process and decision making outcomes
- Create more meaningful participation in the decision making process in the organization
- Align business decisions with the business strategy and culture of the organization