

Practical Leadership – 15.974

Class Six – Decision Making

- *Decision-making models*
- *Decision-making styles*
- *Recommendations for changes to this course*
- *Decision-making Role Play*
- *Brief summary of results of Action Plans*

Read:

- Williams, Gary and Miller, Robert. “Change the Way You Persuade.” Harvard Business Review, May 2002, pages 64-73.

Due Today:

- Final version of Leadership Packet:
 - Leadership Definition
 - Self-Assessment
 - Action Plan and Result
 - Journal
 - Next Steps

AGENDA

Welcome

Decision-making lecture

- 4 models
- good decision making
- hidden traps
- reading – 5 styles

Role Play

Hand in Final Assignment

Closing comments

Decision-Making Models

- The HOW -- autocracy, informed autocracy, democracy, unanimous vote

Good Decision Making (David Garvin, Michael Roberto HBR 9/2001)

- Inquiry vs Advocacy
 - Open debate of alternatives, seeking alternatives VS competing positions
 - Good decision making
 - Clear goals
 - Multiple alternatives
 - Test assumptions
 - Healthy dissent/debate
 - Cognitive debate on ideas
 - Minimize emotional personal attacks or getting defensive
 - Perceived fairness at closure
 - Make sure those whose ideas are not chosen feel they have been given full consideration.
 - Make closure – not too early (insufficient alternatives) – not too late (analysis paralysis)

Hidden Traps (John Hammond, Ralph Keeney, Howard Raiffa – HBR 9/98)

- Anchoring (being swayed by “facts”) – Population of Turkey – 100 million? 35 million?
- Status Quo (stay with what you have)
- Sunk Cost (hard to sell losers)
- Confirming Evidence (therefore don’t look for other evidence)

5 Styles -- Williams, Gary and Miller, Robert. “Change the Way You Persuade.” Harvard Business Review, May 2002, pages 64-73.

Charismatic	Thinker	Skeptic	Follower	Controller
Enthusiastic. Needs details	Wants all info	Requires credibility	Will only agree to what has worked before	Supply info
Short attn span	Pros and cons	Will attack you	Likes innovation	Do NOT sell
OK w/ risk	Risk averse		Minimal risk	Avoid risk
Takes time to decide	Takes long time to decide	Can make quick decision	Can act quickly	Takes long time – must be own idea