



Educational Studies



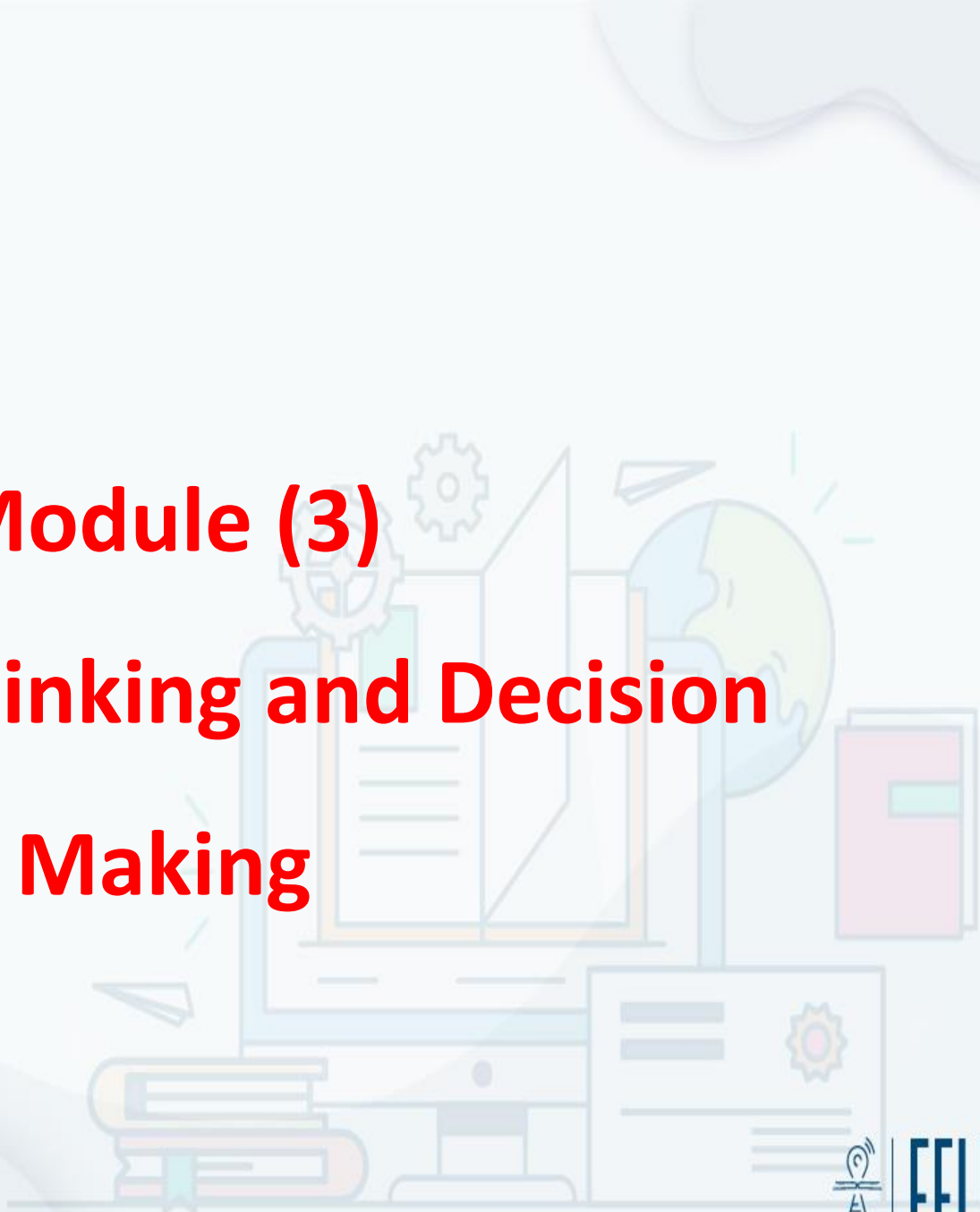
2020/2021
Spring

- ▶ **Creative Thinking and Decision Making**
- ▶ **Dr. Mohamed Elnaggar**



Module (3)

Creative Thinking and Decision Making



Lesson (2)

Decision Making

➤ Objectives:

- Be acquaint with decision making.
- Recognize Decision Making Techniques.
- Realize Decision Making Procedure.
- Define Characteristics of Creative thinking.
- Realize the relation between Decision Making and Problem Solving.



What do you mean with decision making?

Be acquaint with decision making.





What do you mean with decision making?

- Decision making can be regarded as an outcome of mental processes (cognitive process) leading to the selection of a course of action among several alternatives.
- Every decision making process produces a final choice.

»» What do you mean with decision making?

- The output can be an action or an opinion of choice.
- The decision making process must be regarded as a continuous process integrated in the interaction with the environment.

Decision Making Procedure

Realize Decision Making Procedure.





Decision Making Procedure

1. Identify the decision to be made together with the goals it should achieve.
2. Get the facts.
3. Develop alternatives.
4. Rate each alternative.
5. Rate the risk of each alternative.
6. Make the decision.



Decision Making Procedure

1. Identify the decision to be made together with the goals it should achieve.
 - Determine the scope and limitations of the decision.
 - Is the new job to be permanent or temporary or is that not yet known (thus requiring another decision later)?
 - Is the new package for the product to be put into all markets or just into a test market?
 - How might the scope of the decision be changed-- that is, what are its possible parameters?



Decision Making Procedure

1. Identify the decision to be made together with the goals it should achieve.

- When thinking about the decision, be sure to include a clarification of goals:
 - We must decide whom to hire for our new secretary, one who will be able to create an efficient and organized office
 - we must decide where to go on vacation, where we can relax and get some rest from the fast pace of society.

Decision Making Procedure

2. Get the facts.

- But remember that you cannot get all the facts.

Get as many facts as possible about a decision within the limits of time imposed on you and your ability to process them, but remember that virtually every decision must be made in partial ignorance.



Decision Making Procedure

2. Get the facts

- Lack of complete information must not be allowed to paralyze your decision. A decision based on partial knowledge is usually better than not making the decision when a decision is really needed.



Decision Making Procedure

3. Develop alternatives

- Make a list of all the possible choices you have, including the choice of doing nothing.
- Not choosing one of the candidates or one of the building sites is in itself a decision.



Decision Making Procedure

3. Develop alternatives

- The proverb that "any decision is better than no decision,"
- When you are racing toward a bridge support, you must decide to turn away to the right or to the left. Which way you turn is less important than the fact that you do indeed turn.



Decision Making Procedure

3. Develop alternatives

- Often a non-decision is harmful
 - not choosing to turn either right or left is to choose to drive into the bridge. But sometimes the decision to do nothing is useful or at least better than the alternatives, so it should always be consciously included in the decision making process.



Decision Making Procedure

4. Rate each alternative.

- This is the evaluation of the value of each alternative.
 - negative of each alternative (cost, consequences, problems created, time needed, etc.)
 - positive of each (money saved, time saved, added creativity or happiness to company or employees, etc.).



Decision Making Procedure

5. Rate the risk of each alternative.

- In problem solving, you hunt around for a solution that best solves a particular problem, and by such a hunt you are pretty sure that the solution will work.
- In decision making, however, there is always some degree of uncertainty in any choice.
 - Will Ann really work out as the new supervisor?



Decision Making Procedure

5. Rate the risk of each alternative.

- If we decide to expand into Canada, will our sales and profits really increase?
 - If you decide to marry person X or buy car Y or go to school Z, will that be the best or at least a successful choice?
- Risks can be rated as percentages, ratios, rankings, grades or in any other form that allows them to be compared. See the section on risk evaluation for more details on risking



Decision Making Procedure

6. Make the decision.

- If you are making an individual decision, apply your preferences (which may take into account the preferences of others).
- Choose the path to follow, whether it includes one of the alternatives, more than one of them (a multiple decision) or the decision to choose none.



Decision Making Procedure

6. Make the decision.

- Don't forget to implement the decision and then evaluate the implementation, just as you would in a problem solving experience.

Decision-Making Process

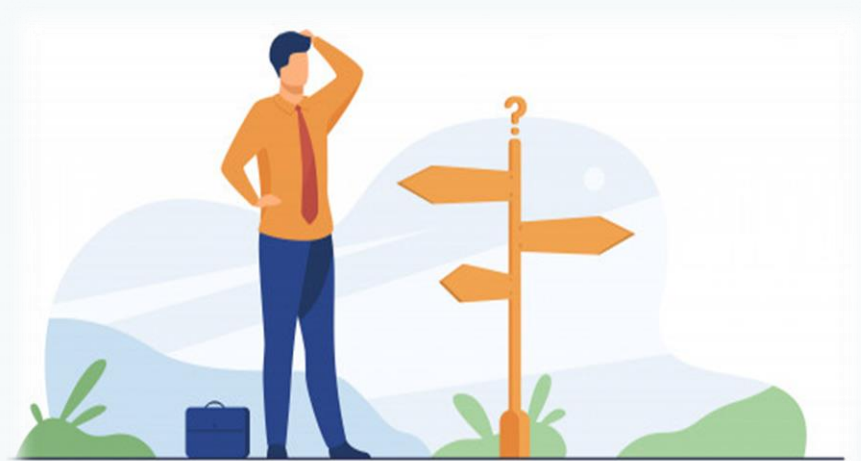
Define Decision-Making Process.





Factors that affect decision making:

- Political
- Safety
- Financial
- Environmental
- Ethical



»» Decision-Making Styles

Intuition (innovation)

- Value novelty
- Anticipate the future
- Jump from idea to idea
- Decide “on the spot”
- Comfortable with the “trial and error”, or “hit and miss” approach





Decision-Making Styles

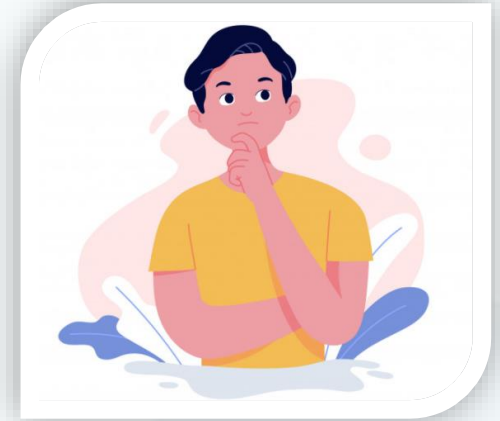
Sensing (stability)

- Want to consider reality first
- Desire concrete data
- Look for facts and details
- Value past precedents
- Focus on the present
- Consider information sequentially

»» Decision-Making Styles

Thinking (effectiveness)

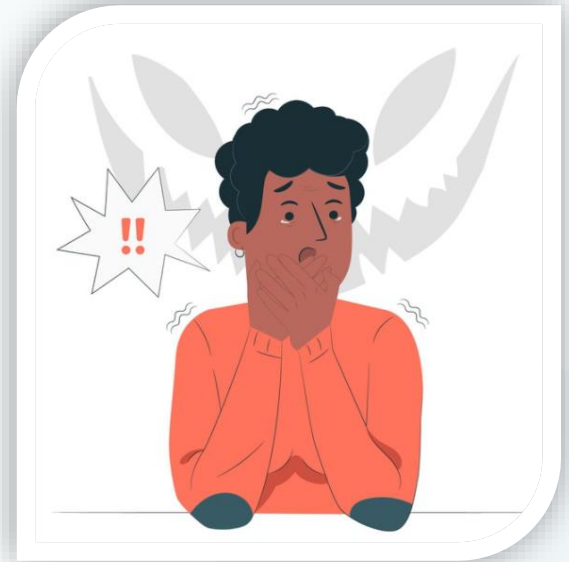
- Want an explanation
- Start with logic
- Examine consequences for structures and principles
- Seek to be just
- Respond objectively
- Challenge first



»» Decision-Making Styles

Feeling (integrity)

- Want a motivation
- Start with values
- Examine consequences for relationships and people
- Seek to be caring
- Respond personally
- Accept first





Four ways to make a decision

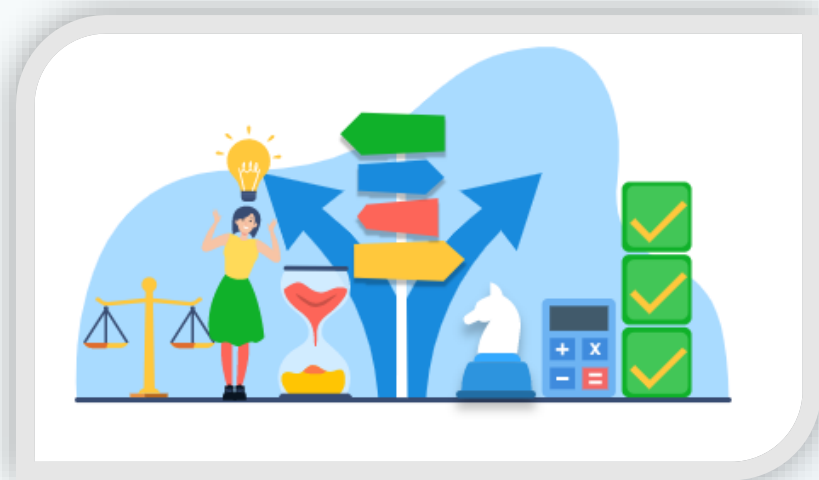
- Individual
- Consultation
- Group
- Delegation





Attributes of good decision makers

- Knowledge
- Initiative
- Advice-seeking
- Selectivity
- Comprehensiveness
- Currency
- Flexibility
- Good judgment
- Calculated risk-taking
- Self-knowledge





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THANK YOU FOR WATCHING

QUESTIONS?

