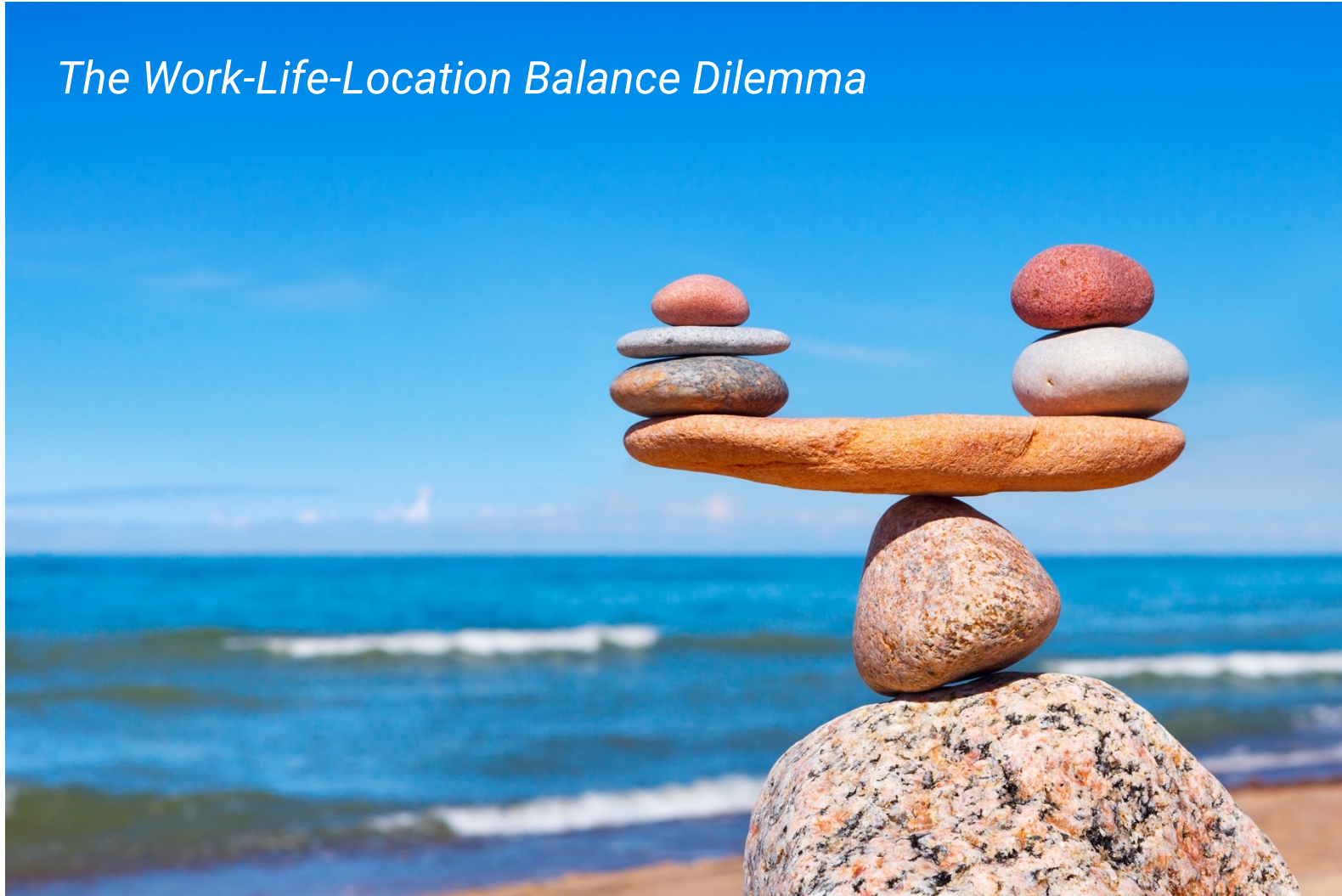# Decision Time: Which Job do you Select?

The Work-Life-Location Balance Dilemma

Let's Try a Valuable Exercise…

The Work-Life-Location Balancing Act

Your resume lists a Masters degree in Engineering Management from the University of Colorado Boulder, and that you took a course in Finance, making you a highly sought-after candidate for many opportunities.

After turning down several offers, you are faced with the following options for your next step. Which do you select?

Attribute	Job A	Job B	Job C
Position	Engineer	Engineer	Engineer
Salary ($/yr)	$160,000	$120,000	$100,000
Workload (hrs/wk)	50	40	35 (+ lots of vacation)
Location	San Francisco	Cleveland Ohio	Paris France

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After turning down several offers, you are faced with the following options for your next step. Which do you select?

Attribute	Job A	Job B	Job C	Job D
Position	Engineer	Engineer	Engineer	Consultant
Salary ($/yr)	$160,000	$120,000	$100,000	$200,000
Workload (hrs/wk)	50	40	35 (+ lots of vacation)	80
Location	San Francisco	Cleveland Ohio	Paris France	Boston Mass

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After turning down several offers, you are faced with the following options for your next step. Which do you select?

Attribute	Job A	Job B	Job C	Job D	Job E
Position	Engineer	Engineer	Engineer	Consultant	Ski/Bike Instructor
Salary ($/yr)	$160,000	$120,000	$100,000	$200,000	$40,000
Workload (hrs/wk)	50	40	35 (+ lots of vacation)	80	40
Location	San Francisco	Cleveland Ohio	Paris France	Boston Mass	Aspen Colorado

Let's Try a Valuable Exercise...

The Work-Life-Location Balancing Act

Your resume lists a Masters degree in Engineering Management from the University of Colorado Boulder, and that you took a course in Finance, making you a highly sought-after candidate for many opportunities.

After turning down several offers, you are faced with the following options for your next step. Which do you select?

Attribute	Job A	Job B	Job C	Job D	Job E	No Job
Position	Engineer	Engineer	Engineer	Consultant	Ski/Bike Instructor	World Traveller
Salary ($/yr)	$160,000	$120,000	$100,000	$200,000	$40,000	-$40,000
Workload (hrs/wk)	50	40	35 (+ lots of vacation)	80	40	1 year
Location	San Francisco	Cleveland Ohio	Paris France	Boston Mass	Aspen Colorado	Anywhere you want

Time to determine your future!

The Work-Life-Location Balancing Act

Attribute	Job A	Job B	Job C	Job D	Job E	No Job
Position	Engineer	Engineer	Engineer	Consultant	Ski Instructor	World Traveller
Salary ($/yr)	$160,000	$120,000	$100,000	$200,000	$40,000	-$40,000
WorkLoad (hrs/wk)	50	40	35 (+ vacay!)	80	40	1 year
Location	San Francisco	Cleveland Ohio	Paris France	Boston Mass	Aspen Colorado	Anywhere you want

Let's determine which opportunity is best for you!

Conduct a Multi-Attribute Analysis to identify the job that aligns with your values - the factors most important to you.

The Work-Life-Location Decision Dilemma

Attribute	Job A	Job B	Job C	Job D	Job E	No Job
Position	Engineer	Engineer	Engineer	Consultant	Ski Instructor	World Traveller
Salary ($/yr)	$160,000	$120,000	$100,000	$200,000	$40,000	-$40,000
Workload (hrs/wk)	50	40	35 (+ vacay)	80	40	1 year
Location	San Francisco	Cleveland Ohio	Paris France	Boston Mass	Aspen Colorado	Anywhere you want

Step 1: Identify the key attributes important to you.

✓ Position
✓ Salary
✓ Workload
✓ Location
✓ + any others important to you…

The Work-Life-Location Decision Dilemma

Attribute:	Importance Score, S_i	Attribute Weight, W_i	Job A		Job B		Job C		Job D		Job E		No Job	
			Value (1-10)	R_i	Value (1-10)	R_i	Value (1-10)	R_i	Value (1-10)	R_i	Value (1-10)	R_i	Value (1-10)	R_i
	100													
Total														

Step 1: Write them here, ranked most important to least important

✓ Position
✓ Salary
✓ Workload
✓ Location
✓ ???

The Work-Life-Location Decision Dilemma

Attribute:	Importance Score, S_i	Attribute Weight, W_i	Job A		Job B		Job C		Job D		Job E		No Job	
			Value (1-10)	R_i	Value (1-10)	R_i	Value (1-10)	R_i	Value (1-10)	R_i	Value (1-10)	R_i	Value (1-10)	R_i
	100													
Total														

Step 2: Rate each attribute for all alternatives

Start with Job A: rate each attribute 1 (weak) to 10 (strong)

Do the same thing with Job B…

Do the same thing with Job C…and so forth

The Work-Life-Location Decision Dilemma

Attribute:	Importance Score, S_i	Attribute Weight, W_i	Job A		Job B		Job C		Job D		Job E		No Job	
			Value (1-10)	R_i	Value (1-10)	R_i	Value (1-10)	R_i	Value (1-10)	R_i	Value (1-10)	R_i	Value (1-10)	R_i
	100													
Total														

Step 3A: Assign an importance to each attribute

✓ Your most important attribute gets 100;

✓ Your least important attribute gets << 100;

✓ Add up all the "Importance Scores", S – this is your Total, SS_i

The Work-Life-Location Decision Dilemma

Attribute:	Importance Score, S_i	Attribute Weight, W_i	Job A		Job B		Job C		Job D		Job E		No Job	
			Value (1-10)	R_i	Value (1-10)	R_i	Value (1-10)	R_i	Value (1-10)	R_i	Value (1-10)	R_i	Value (1-10)	R_i
	100													
Total														

Step 3B: Assign a weight to each attribute

Weight = Importance Score / (Sum of Importance Scores)

$$W_i = \frac{S_i}{\sum S_i}$$

The Work-Life-Location Decision Dilemma

Attribute:	Importance Score, S_i	Attribute Weight, W_i	Job A		Job B		Job C		Job D		Job E		No Job	
			Value (1-10)	R_i	Value (1-10)	R_i	Value (1-10)	R_i	Value (1-10)	R_i	Value (1-10)	R_i	Value (1-10)	R_i
	100													
Total														

Step 4: Calculate the figure of merit, R, for each attribute repeating for all alternatives

Start with Job A: $R_i = W_i \times V_i$

Do the same thing with Job B…

Do the same thing with Job C…and so forth

The Work-Life-Location Decision Dilemma

Attribute:	Importance Score, S_i	Attribute Weight, W_i	Job A		Job B		Job C		Job D		Job E		No Job	
			Value (1-10)	R_i	Value (1-10)	R_i	Value (1-10)	R_i	Value (1-10)	R_i	Value (1-10)	R_i	Value (1-10)	R_i
	100													
Total														

Step 5A: Sum the R_i's for each alternative, A, B, C, D, E and No Job

$$R_{Total} = \sum R_i$$

The Work-Life-Location Decision Dilemma

Attribute:	Importance Score, $	Attribute Weight, W	Job A		Job B		Job C		Job D		Job E		No Job	
			Value (1-10)	R_i	Value (1-10)	R_i	Value (1-10)	R_i	Value (1-10)	R_i	Value (1-10)	R_i	Value (1-10)	R_i
	100													
Total														

Step 5B: Select the alternative with the largest R_{Total}.

What job did you take?

Is it the result you were expecting?

Plan B: A B&B in the Italian Countryside!?

Next Time...

ESG & Sustainability

Credits & References

Slide 1: Concept of harmony and balance by Aleksandr Simonov, Adobe Stock (142950238.jpeg).

Slide 15: Tuscan villa by martinhlavacek79, Adobe Stock (72278489.jpeg).

Slide 16: ESG concept of environmental, social and governance in sustainable and ethical business, vector illustration by Dapitart, Adobe Stock (423180140.jpeg).