

# DECISION MAKING

Effective decision makers evaluate courses of action and solutions. They seek to fully understand issues and topics, taking action consistent with available facts, constraints, and anticipated consequences. The quality of those decisions keeps the organization moving forward.



## A person who is skilled in this competency:

- Makes sound decisions, even in the absence of complete information.
- Relies on a mixture of analysis, wisdom, experience, and judgment when making decisions.
- Considers all relevant factors and uses appropriate decision-making criteria and principles.
- Recognizes when a quick 80% solution will suffice.



## A person who is less skilled in this competency:

- Approaches decisions haphazardly or delays decisions making.
- Makes decisions based on incomplete data or inaccurate assumptions.
- Ignores different points of view or makes decisions that impact short-term results at the expense of longer-term goals.



## A person who overuses this skill:

- Applies an overly rigorous or methodological decision process to all issues, even where experience and intuition can work equally well.
- Is overly confident about their own decision-making capability; reluctant to delegate decision making to others, or hesitant to involve others when generating solutions.