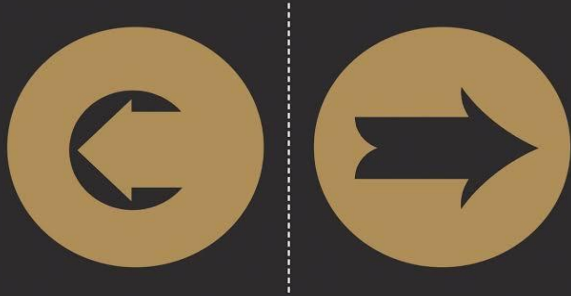


The International Bestseller

# The Decision Book

Fifty models for strategic thinking



Mikael Krogerus and  
Roman Tschäppeler

## Krogerus & Tschoppeler's The Decision Book

Book Notes & Summary

# ACKNOWLEDGE- MENT

Writers: Roman Tschäppeler, Mikael Krogerus

Pages: 176

## Disclaimer:

This summary is not aimed to share the book's content without consent; this is merely a product of individual who want to help others saving their time by just reading the summary. All of this summary belongs to the book's writers and so it is not permitted to share this summary as it is. Thank you :)

# CONTENTS OF THE BOOK

IMPROVE YOURSELF

UNDERSTAND YOURSELF BETTER

IMPROVE OTHERS

UNDERSTAND OTHERS BETTER

# THE DECISION MODELS IN

## SELF- IM- PROVE- MENT

1. Eisenhower matrix
2. Warren Buffet's to do list
3. SWOT analysis
4. BCG Box
5. Project Portfolio Matrix
6. John Whitmore Model
7. Rubber Band Model
8. Family Tree Model
9. Morphological X SCAMPER Model
10. Esquire Gift Model
11. Consequences Model
12. Conflict Resolution Model
13. Crossroad Model

Time management

Trade off analysis

Project kick off

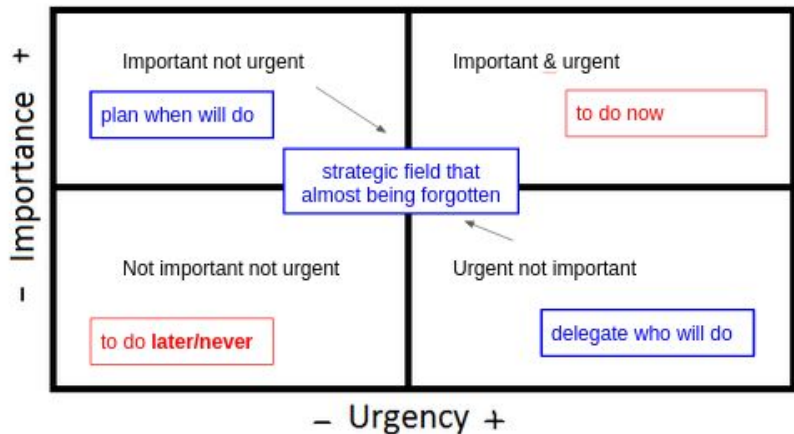
Doubt resolution

Relationship & communication

# IMPROVE YOURSELF FROM THE TIME MANAGEMENT

## Eisenhower Matrix

Prioritize with Urgent x Important Box



## Warren Buffet's To Do List

Limit what to do

1. Write down 25 goals & dreams
2. Select the top 5 out of those
3. The top 5 go onto the to-do list

“... Until you have completed your Top 5, don't spend *any* time or energy on the other ones.”

# IMPROVE YOURSELF FROM THE TRADE OFF ANALYSIS

## SWOT Analysis

Find the most suitable solution among many options  
e.g.: choosing the laptop

<b>Strength</b> <ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li><li>•</li><li>•</li></ul> <div>Emphasize</div>	<b>Opportunity</b> <ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li><li>•</li><li>•</li></ul> <div>Maximize</div>
<b>Weakness</b> <ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li><li>•</li><li>•</li></ul> <div>Compensate/ Cover up</div>	<b>Threat</b> <ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li><li>•</li><li>•</li></ul> <div>Protect from</div>

## BCG Box

Calculate cost & benefit for what we invest  
e.g.: aim for the stars (most profitable share), but  
keep the cash cows to maintain relationship.



# IMPROVE YOURSELF FROM THE PROJECT KICK OFF

## **Models to help decide which project to take, what project to do, & how to create one**

- Project Portfolio Matrix
  - Reject for project that has no lesson nor correlation with vision.
  - Change for project that has lesson but no correlation with vision.
  - Delegate for project that has correlation with vision but no lesson.
- John Whitmore Model for choosing project having the right goal identified by 14 criterias:
  - SMART: Specific, Measurable, Attainable, Realistic, Time Phased
  - PURE: Positively Stated, Understood, Relevant, Ethical
  - CLEAR: Challenging, Legal, Environmentally Sound, Agreed, Recorded
- SCAMPER Model to create something new as a mixture of what existed
  - Substitute, Combine, Adapt, Modify, Put to other use, Eliminate, Reverse

# IMPROVE YOURSELF FROM THE PROJECT KICK OFF

## Where to next? Crossroad Model

- Compass: personal question
  - Where have you come from?
  - What is really important?
  - Which people are important?
  - What are you afraid of?
  - What is hindering you?



# IMPROVE YOURSELF FROM THE DOUBT RESOLUTION

## Rubber Band Model

“The key of the right decision is by peacefulness that comes within, believing that it is the best that can happen, and feeling no regret.”



What is  
holding  
you?

What is  
pulling  
you?

## Consequences Model

- The lowest consequences comes with the more knowledge needed to justify, means the longer it takes to make decision.
- Not making decision is also a decision that need to be acknowledged.

# IMPROVE YOURSELF FROM THE RELATIONSHIP & COMMUNICATION

## **From Us to Others**

- Family Tree Model
  - Knowing relationship structure of people we have to deal with to know the key person we need to maintain and to know the potential branch we need to grow
- Gift Model
  - “Buy something that you would be pleased to receive as a gift yourself.”

# IMPROVE YOURSELF FROM THE RELATIONSHIP & COMMUNICATION

## From Others to Us

- Feedback Model

Knowing what to act by mapping the given feedback into

- Compliment : very good and done
- Advice : good but it can be better if..
- Criticism : not good and need to change
- Suggestion : not good but it is okay

- Conflict Resolution Model

- Escape → least ideal
- Fight
- Give up
- Evade responsibility
- Compromise
- Reach consensus → most ideal

# THE DECISION MODELS FOR

**BETTER  
SELF  
UNDER-  
STANDING**

1. Flow Model
2. Johari Window
3. Cognitive Dissonance Model
4. Music Matrix
5. Unimaginable Model
6. Uffe Elbaek Model
7. Fashion Model
8. Energy Model
9. Supermemo Model

Subgroup:

Self awareness

Others perspective

Lesson learned & experience

The role model

Achievement & Expectation

# THE DECISION MODELS FOR

**BETTER  
SELF  
UNDER-  
STANDING**

- 10. Political Compass
- 11. Personal Performance Model
- 12. Making-Of Mode
- 13. Personal Potential Trap
- 14. Hype Cycle
- 15. Subtle Signals Model
- 16. Network Target Model
- 17. Superficial Knowledge Model

Subgroup:

Self awareness

Others perspective

Lesson learned & experience

The role model

Achievement & Expectation

# UNDERSTAND YOURSELF BETTER FROM SELF AWARENESS

**Realise.  
Admit.  
Correct.**

## Questions to ask:

- What do you know about yourself?
- Where you are living the most? The past, present, or the future?
- What's your habit that isn't consistent with your belief?
- Where are you between your friends?
- What are things you know but you don't actually need?

# UNDERSTAND YOURSELF BETTER FROM THE ROLE MODEL

**There are  
just the  
things we  
will accept  
the way  
they are.**

## Questions to ask:

- Whose style you look up to?
- Which (political) side you are standing for?
- Whose opinion you value the most?
- What you believe even you cannot prove?

# UNDERSTAND YOURSELF BETTER FROM ACHIEVEMENT & EXPECTATION

**Measure the  
gap of  
expectation  
/  
satisfaction.**

## Questions to ask:

- What makes you happy? Will it makes you on the flow or rather burn you/bore you out?
- What is your next big thing? Have you found one that works for last?
- What you can do, need to do, and want to do? How do they differ?



# UNDERSTAND YOURSELF BETTER FROM OTHERS' PERSPECTIVE

**Focus on  
people you  
want to see  
more.**

## Questions to ask:

- What people know about you?
  - What you want people to see?
  - What people want to see?
- What others' expect of you?
  - What you promise them?
  - What you deliver to them?

# UNDERSTAND YOURSELF BETTER FROM LESSON LEARNED & EXPERIENCE

**Understand  
the past,  
determine  
the future.**

## Questions to ask:

- Memorize what you have learned by periodical refresh
- Bridge your past to help you in your future
  - What were your goals?
  - What did you learn?
  - What obstacles did you overcome?
  - What were your successes?
  - Which people played important role?

# THE DECISION MODELS TO

UNDER-  
STAND  
OTHER  
PEOPLE  
BETTER

1. The Swiss Cheese Model
2. The Maslow Pyramids
3. Thinking Outside The Box
4. The Sinus Milieu & Bourdieu Models
5. The Double-Loop Learning Model
6. The AI Model
7. The Small World Model
8. The Pareto Principle
9. The Long-Tail Model
10. The Monte Carlo Simulation
11. The Black Swan Model
12. The Chasm - Diffusion Model
13. The Black Box Model
14. The Status Model
15. The Prisoner's Dilemma

Subgroup:

State of need

Origin & value

Similarity

Responses

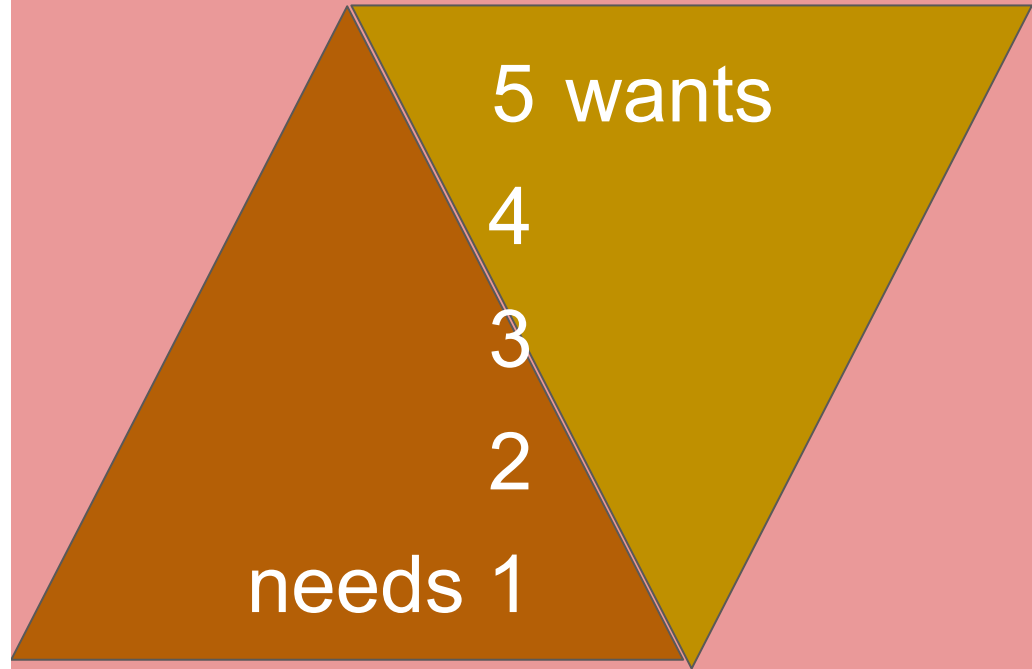
Trustworthiness

# UNDERSTAND PEOPLE BETTER BY KNOWING THEIR NEED

## Maslow's hierarchy of needs:

1. Physiological: eat, sleep, biologic
2. Security: place to live, job, secure health
3. Social: friends, partner
4. Recognition: status, power, money
5. Self-actualisation: individuality, faith

The first three are the basic needs  
while the last two never really be satisfied.



# UNDERSTAND PEOPLE BETTER BY KNOWING THEIR ORIGIN & VALUE

## Question to ask:

- Are they in the long tail or in the Pareto's top 20%?
- How they value their faith?
- What is their background status?
- Where do they come from?

# UNDERSTAND PEOPLE BETTER BY FINDING THE SIMILARITY

## Between us

- Knowing that we have
  - similar mistakes
  - or similar background
  - or similar purpose

## Between other

- Small World Model : “I know somebody who knows somebody who knows somebody else...”
  - What are the similarities within this small world?

# UNDERSTAND PEOPLE BETTER BY ASKING FOR THEIR RESPONSES

## How is their character in discussions?

- Fault finder: “Idea is good, but...”
- Dictator: “No!”
- School teacher: “No, idea isn’t good because...”
- AI thinker: “Yes, and we could also...”

- Do they think out of the box?
- Are they the outlier?

# UNDERSTAND PEOPLE BETTER BY THE TRUSTWORTHINESS

**How they value things that are  
taken for granted?**

**What kind of mistakes did they  
make?**



# THE DECISION MODELS TO

IMPROVE  
OTHER  
PEOPLE

1. The Drexler-Siibbet Team Performance Model
2. The Team Model
3. The Gap-In=The-Market Model
4. The Hersey-Blanchard Model
5. The Role-Playing Model (Belbin & De Bono)
6. Rubber Band Model
7. Morphological X SCAMPER Model
8. Esquire Gift Model
9. Consequences Model
10. Conflict Resolution Model
11. Crossroad Model

Subgroup:

Collaboration & teamwork

Self evaluation

Self positioning

Self ownership

Project development

# IMPROVE OTHER BY COLLABORATION & TEAMWORK

## TEAM MODEL

1. Explain why here
2. Direct how to do
3. Convince to continue

## Stages

1. Orientation
2. Trust Building
3. Goal Clarification
4. Commitment
5. Implementation
6. High performance
7. Renewal

# IMPROVE OTHER BY COLLABORATION & TEAMWORK

Lead them situationally by

1. Instructing, or
2. Coaching, or
3. Supporting, or
4. Delegating, or

Let them wear one thinking hat at a time

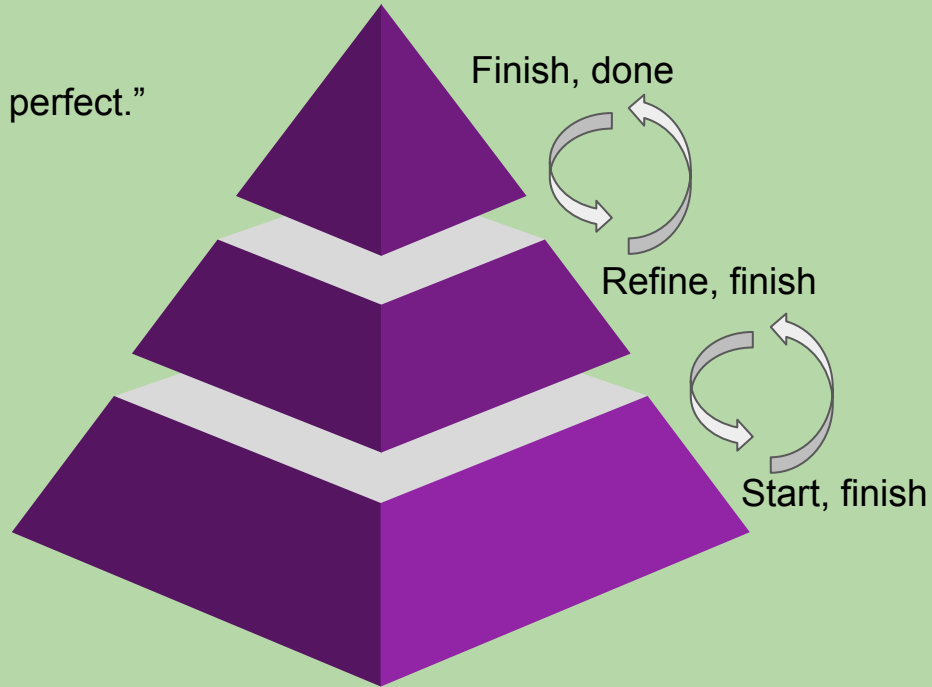
1. White hat: analytical
2. Red hat: emotional
3. Black hat: critical
4. Yellow hat: optimistic
5. Green hat: creative
6. Blue hat: structured

## IMPROVE OTHER BY SELF EVALUATION, POSITIONING & OWNERSHIP

- Evaluate personal performance in a team by defining: their role in the team, contribution, character & permissible weakness
- Position personal competence by finding gap between experts in similar role, differentiated by soft skill & hard skill
- Let them have the ownership of the job they are doing to implement more passionately

# IMPROVE OTHER BY PROJECT DEVELOPMENT

“A beautiful thing is never perfect.”  
At first.



**Visit more on:**  
**[tokopedia.com/goodwills](https://tokopedia.com/goodwills)**

Link to the original book :

<https://play.google.com/store/books/details?id=Mfijl68WZiEC>