

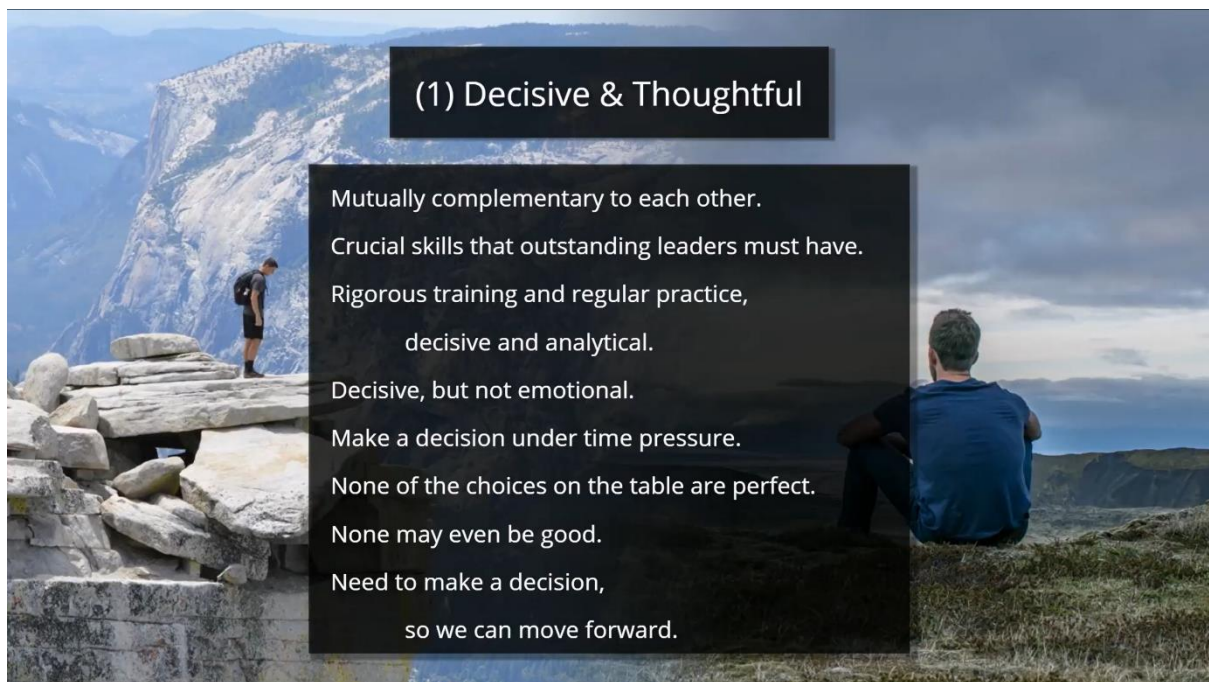
M1L12. Good Decision-Makers

Slide #1



I want to emphasize some key common characteristics of good decision-makers.

Slide #2



To be decisive and thoughtful are mutually complementary to each other.

They are the crucial skills that outstanding leaders must have.

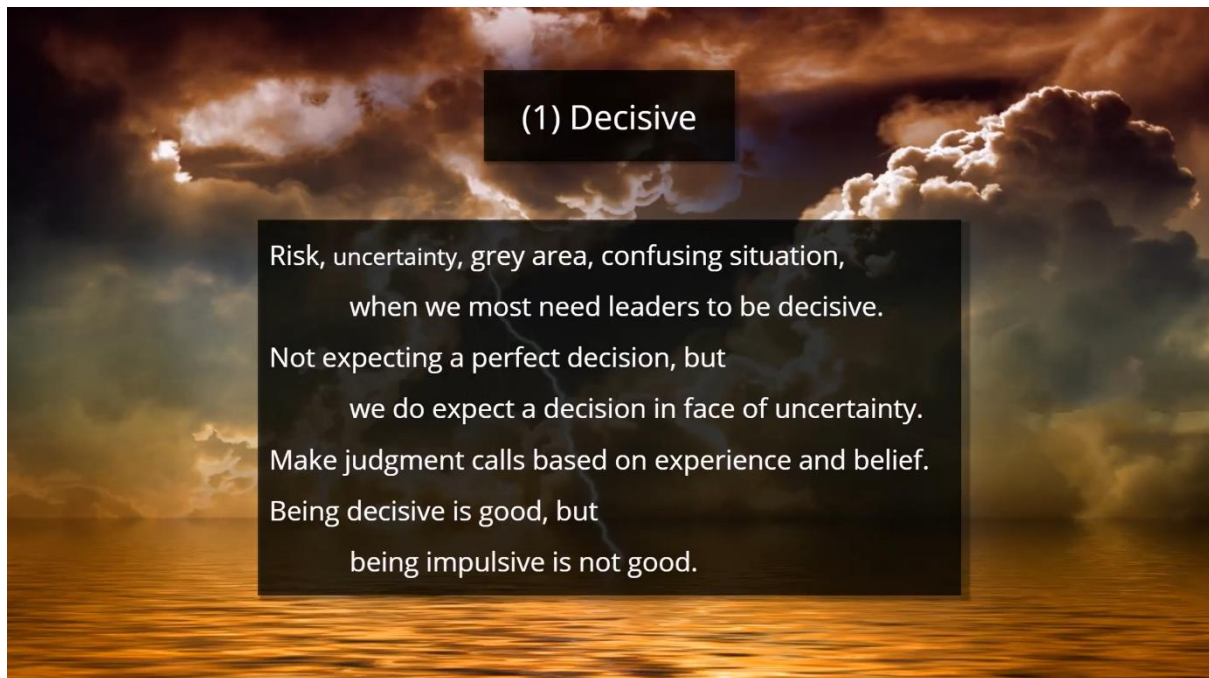
With rigorous training and regular practice, you can be decisive and analytical. You must be decisive but not emotional. What does it mean to be decisive?

All of us probably have been in a situation where we had to make a decision under time pressure.

However, none of the choices on the table are perfect.

None of them may even be good, but we still need to make a decision because people want a decision and we need to make a decision so we can move forward.

Slide #3

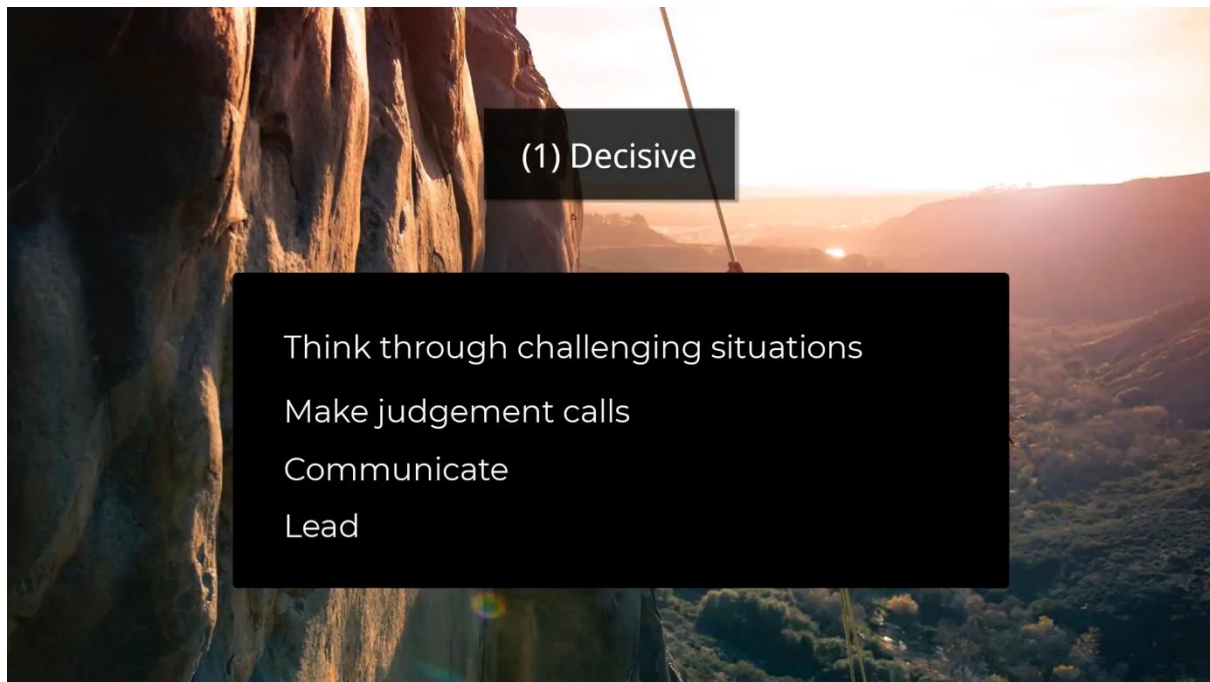


When there is risk, uncertainty, a gray area, a confusing situation, that is when we most need leaders to be decisive.

In those situations, we are not expecting a perfect decision from our leaders, but we do expect a decision in the face of uncertainty.

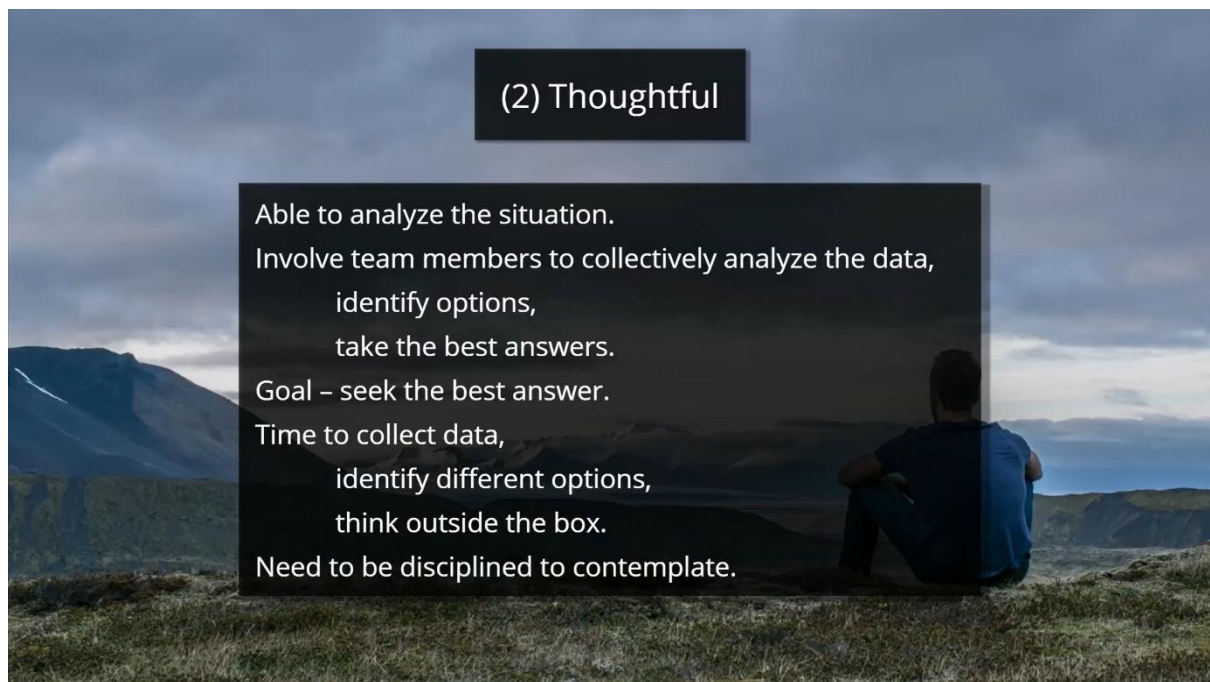
We must make judgment calls based on our experience and belief. In this kind of situation, being decisive is good, but being impulsive is not good.

Slide #4



In the next few topics, I am going to show you how to think through those kind of challenging situations and make judgment calls, that you will feel comfortable to communicate your points with others and lead others to take action.

Slide #5



The second characteristic is to be thoughtful.

You need to be able to analyze the situation.

The best way to become an analytical decision-maker is to involve your team members to collectively analyze the data and identify options and take the best answers.

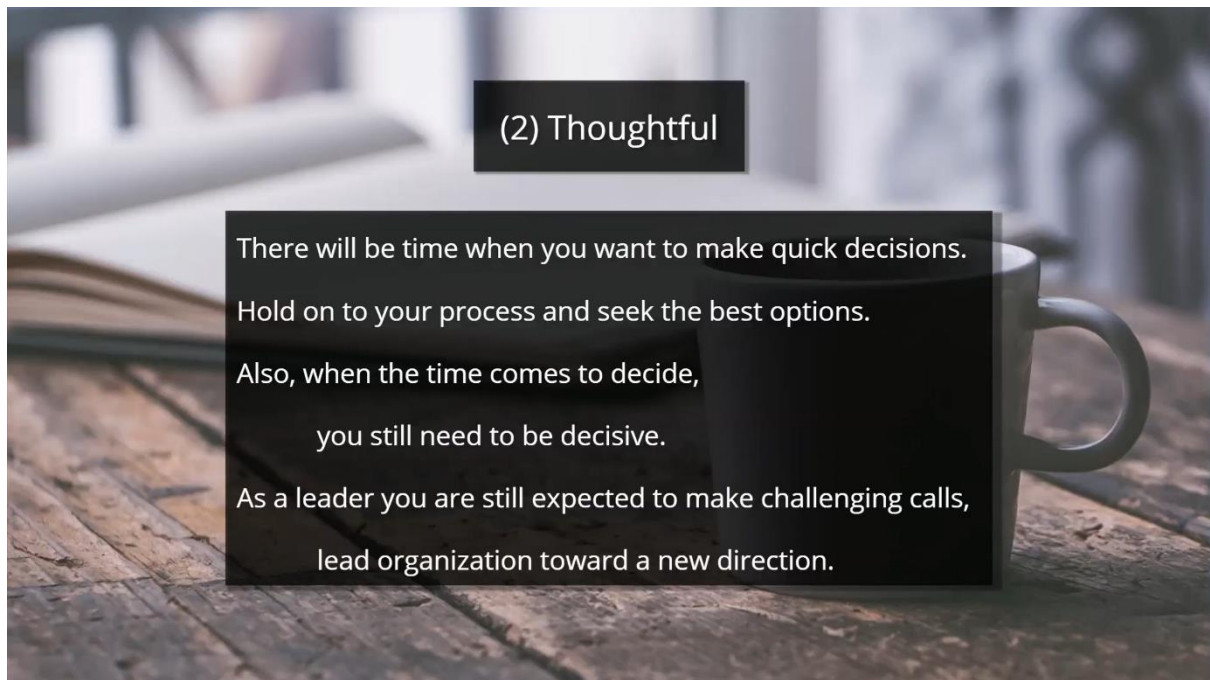
Your goal of making analytical decisions is to seek the best answer.

You still have the time to collect data.

You have the time to identify different options and think out of the box.

Also, you need to be disciplined to contemplate.

Slide #6



There will be a time when you would want to make quick decisions.

Hold on to your process and seek the best options.

Also, when the time comes to decide, you still need to be decisive.

As a leader, you are still expected to make challenging calls and lead the organization toward a new direction.

Slide #7

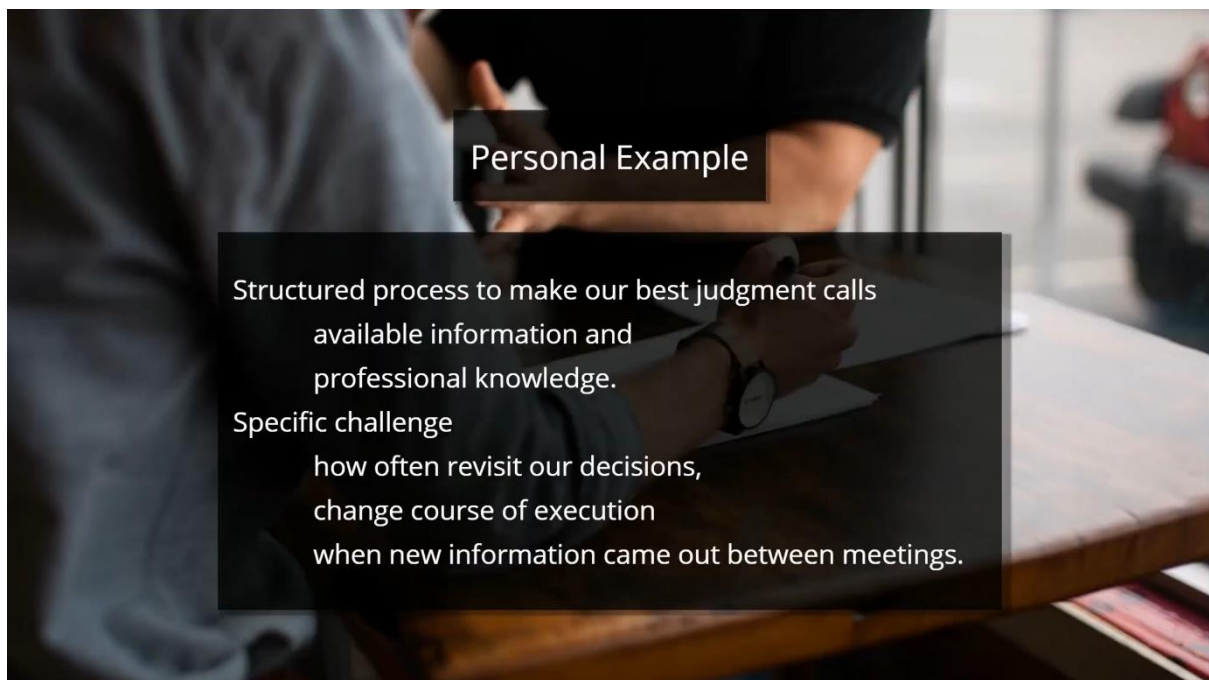


The third point is to be focused but not narrow minded.

Always keep in mind that the purpose of your decision, the goal, is to create value for your company.

So, you must align your decisions with the strategy of your company, with the performance objectives of your business, and the long-term capabilities of your organization.

Slide #8



Personal Example

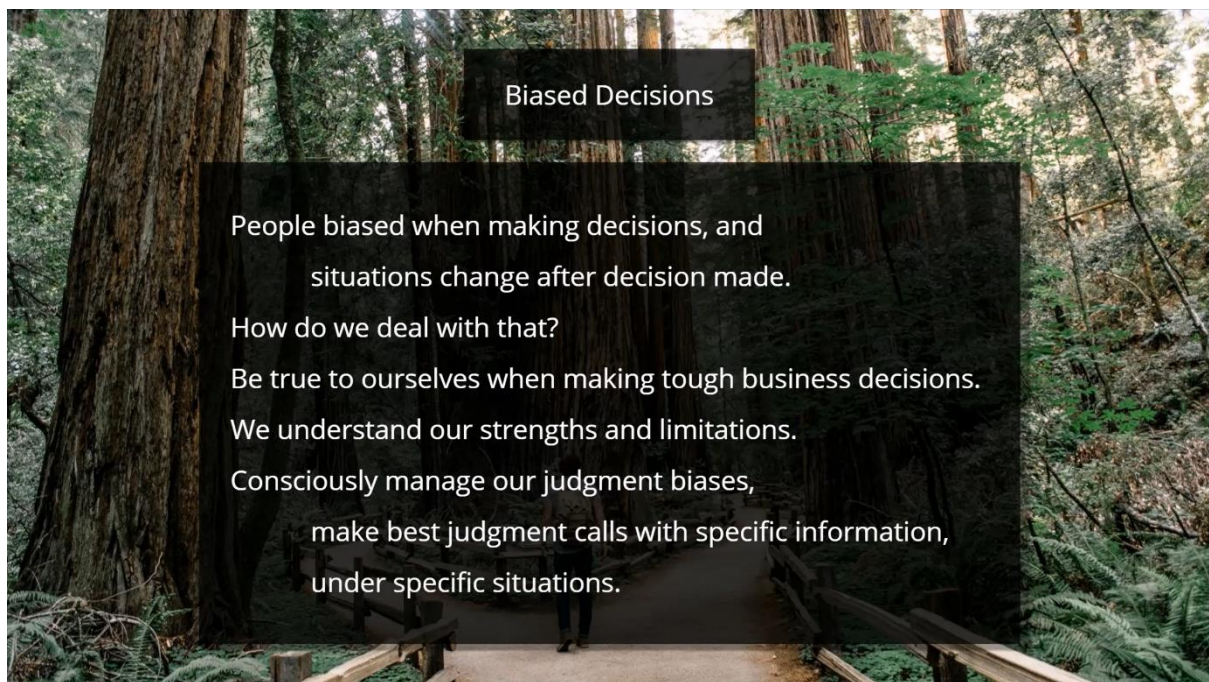
Structured process to make our best judgment calls
available information and
professional knowledge.

Specific challenge
how often revisit our decisions,
change course of execution
when new information came out between meetings.

Here, I want to share a personal story of mine. When I was the technology manager of an environmental group, each quarter we had a review meeting. We reviewed several dozen projects and I needed to make a decision about the technology strategy of each project at the review meeting. We followed a structured process to make our best judgment calls with available information and professional knowledge.

One specific challenge we faced at that time was how often we should revisit our decisions and change the course of execution when new information about some projects came out between two review meetings.

Slide #9



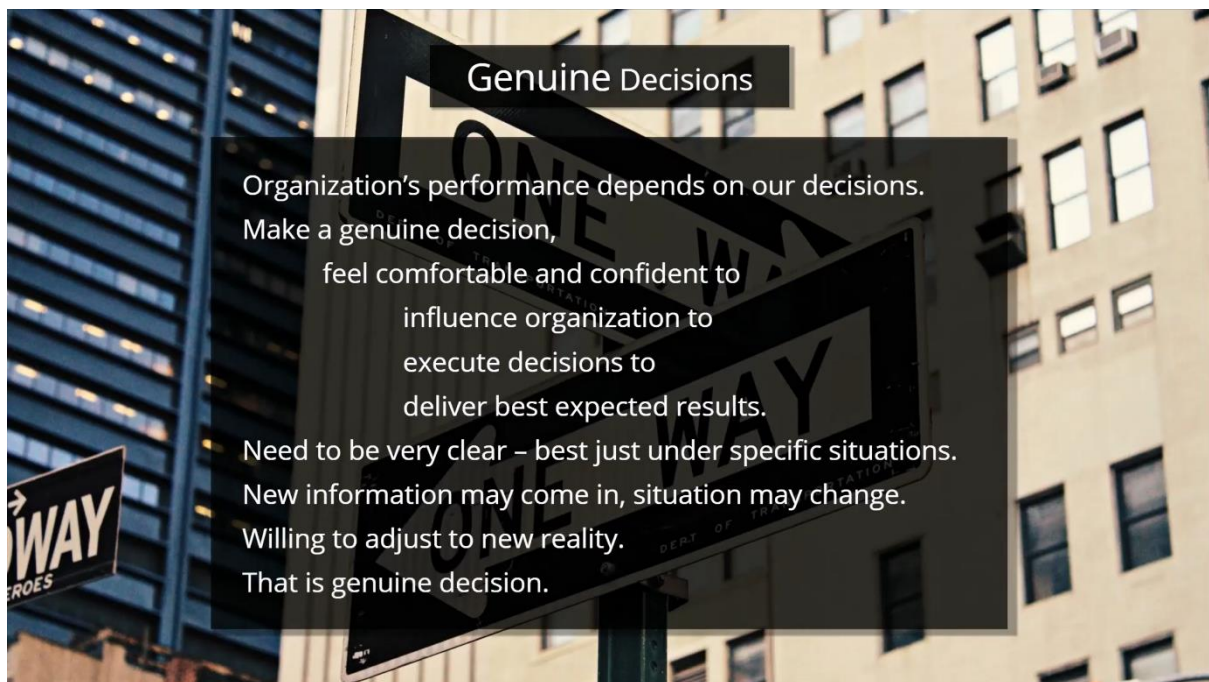
It is not uncommon that people are biased when making decisions and the situations may change after a decision is made.

How do we deal with that?

So, my number one piece of advice with you is to be true to ourselves when making a tough business decision. Being true to oneself as a decision maker means we understand our strengths and limitations.

We consciously manage our judgmental biases during the decision-making process and make the best judgment calls with specific information and under specific situations.

Slide #10



Good leaders make genuine decisions because our whole organization's performance depends on our decisions.

Whenever we make a genuine decision, we should feel comfortable and confident to influence the organization to execute those decisions to deliver the best expected result.

At the same time, we also need to be very clear that our decisions are the best just under the specific situations.

When we execute our decisions, new information may come in and the situation may also change.

We need to be willing to adjust our decisions to cope with the new reality. That is a genuine decision.