

Factual v Emotional Decision Making

21 March 2023

Impact Facilitation
www.impactfacilitation.com.au

Peter Watson 0407278175
 Peter.Watson@impactfacilitation.com.au
 Linda Watson 0481351852
 Linda.Watson@impactfacilitation.com.au

We often make more decisions than we realise. What kinds of decisions are you involved in as part of your work role?		
	Individual	Team
Non-Critical	Example: Am I going to eat with the team or by myself today?	Example: When are we agreeing to meet?
Critical	Example: Am I going to document a difficult client interaction?	Example: What are we going to include in our policy on XX?

The Glenn

What are examples of a good / bad decisions you have made or seen? What do you think led to it being a good or bad decision?

	Good Decision	Bad Decision
Why?		

The Glenn

What do you think about this?

Be careful about deciding if a decision is good or bad based on the outcome.*

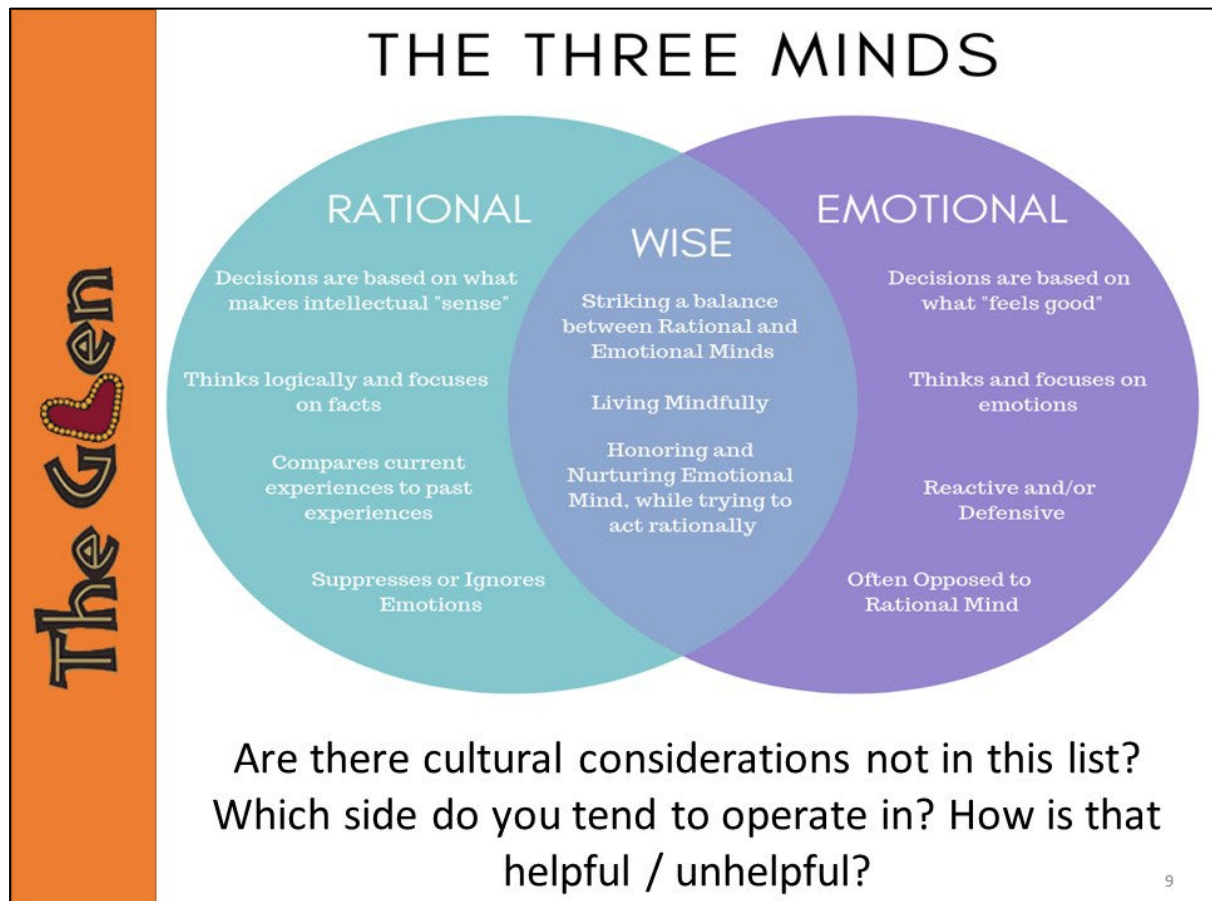
It is possible to make a great decision and get a bad outcome.

It is possible to make a poor decision and get a good outcome.

It is better to focus on the 'process' of making appropriate decisions while being mindful of the 'outcome'.

**Utilitarianism*

Rational (head) v Emotional (heart) Decision Making		
	Helpful / Like	Unhelpful / Dislike
Rational		
Emotional		



Aboriginal Decision Making

The decision-making processes of Australian Aboriginals vary depending on the specific cultural and social context, as there are many different Aboriginal communities across the continent, each with their own traditions and practices. However, some general principles can be observed.

Traditionally, decision-making in Aboriginal societies was often based on consensus building, where decisions were made through a process of discussion and consultation among the community members.

This process involved taking into account the opinions of all individuals affected by the decision, and striving to reach an agreement that was acceptable to all parties.

In some communities, decision-making was also *influenced by the role of elders, who were respected for their knowledge and experience.* The elders would be consulted and would offer guidance and advice based on their understanding of traditional customs and values.

Today, many Aboriginal communities continue to use consensus building and consultation processes in decision-making, particularly in matters related to community governance and land management. However, the extent to which these traditional processes are used can vary depending on factors such as the influence of Western legal and political systems, and the level of engagement with Aboriginal culture and traditions.

10

Steps in rational decision making:

1. **Define the problem:** Clearly state the problem and identify the decision that needs to be made.
2. **Gather information:** Collect relevant facts and data to support your decision-making process.
3. **Identify alternatives:** Generate a list of possible solutions or courses of action.
4. **Evaluate alternatives:** Assess the advantages and disadvantages of each alternative and compare them to determine the best option.
5. **Choose the best alternative:** Select the most appropriate solution based on your analysis.
6. **Implement the decision:** Take action to put your decision into effect.
7. **Evaluate the decision:** Monitor the outcomes of your decision to determine whether it was effective and make adjustments as necessary.

13

Before Rational decision making can work you need to ensure there is have Psychological Safety

- Good decisions are more likely in a place of ***emotional safety and trust***.
- When making decisions with other people it is best to begin with ***connection building before decision making***.
- When making individual decisions it is best to get into a state of emotional safety.

Emotional Bank Account

Deposits	Withdrawals
Understand the individual's interests or need	Not making the other person's interests important to you
Keeping promises	Breaking promises
Kindness, courtesies	Unkindness, discourtesies
Clarifying expectations	Violating expectations
Loyalty to the absent	Disloyalty to the absent
Apologies	Pride, justification, arrogance

Making personal connections involves several steps, such as:

Be approachable: Smile, be friendly, and make eye contact. Show genuine interest in others by asking questions and actively listening to their responses.

Share your own interests: Talk about your hobbies, interests, and experiences. This helps people get to know you better and find common ground.

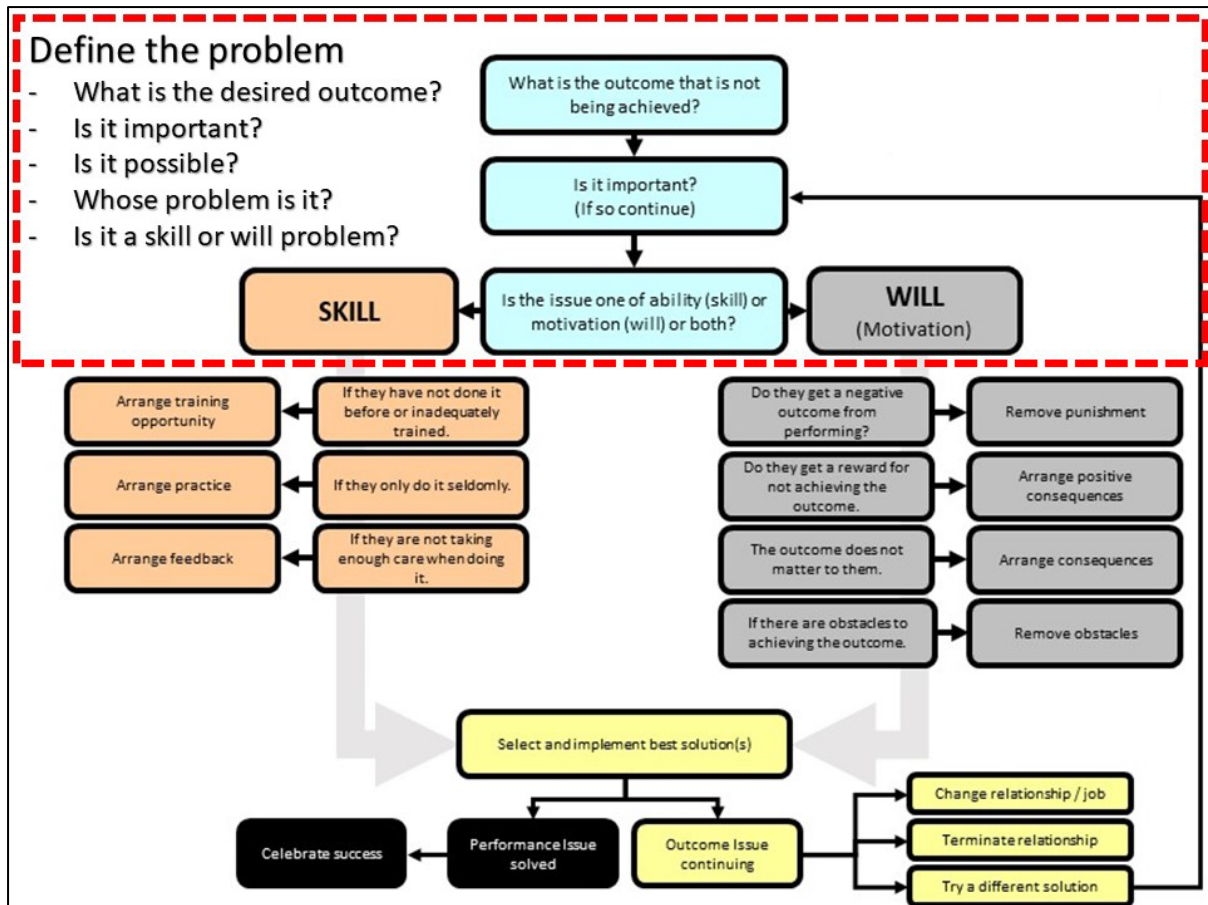
Be vulnerable: Share your feelings, thoughts, and fears. Being vulnerable creates an atmosphere of trust and helps people relate to you on a deeper level.

Stay in touch: Follow up with phone calls, face-to-face contact or emails. This helps you maintain connections and build relationships over time.

Show empathy: Show empathy by putting yourself in other people's shoes and understanding their perspectives. This helps you connect with people and build meaningful relationships.

Remember that making personal connections takes time and effort. It's important to be patient, persistent, and genuine in your interactions with others.

1. Define the problem: Clearly state the problem and identify the decision that needs to be made.



Defining the problem

- What is the desired outcome? Ask: What would you like to see happen as a result of this?
 - Is it important? Important to who? How important?
 - Is it possible?
- Whose problem is it? Should this be a decision made by the client or by someone else?
- Is it a skill or will problem? (skill / will flowchart)
 - Ask: Why, why, why?
 - Has the decision already been made? E.g., Remind them of the previous decision made or the policy / procedure in place!
 - Could it be a decision for a different time?
 - **What other ideas do you have?**

2. Gather information: Collect relevant facts and data to support your decision-making process.

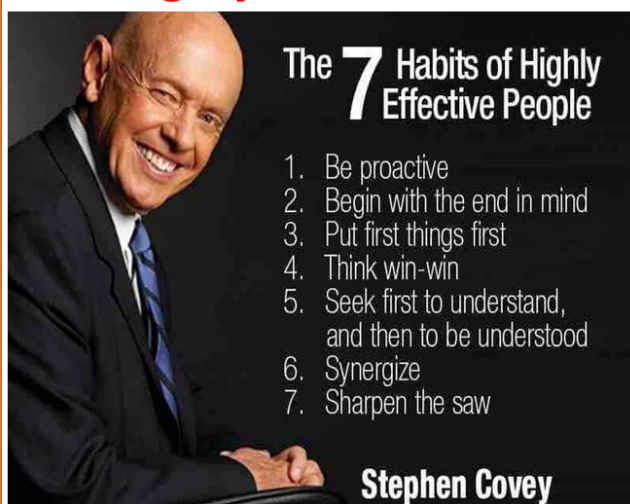
The Glenn

Gather perspectives

- Everyone acts consistent with the way they view the world, so seek to understand their perspective. In the words of Stephen Covey of 'Habits of Highly Effective People' you should 'Seek first to understand and then to be understood.'
- What do you do to gather perspectives?

The Glenn

Highly Recommended



Short summary of the book can be found at
<https://youtu.be/WFc08j9eorQ> (13:18)



3. Identify alternatives: Generate a list of possible solutions or courses of action.

Alternatives

- Generally, when you have more alternatives, you can make a better decision.
- List 20 ideas
- Seek advice to add to the alternatives
- Ask: If you had a friend ask you for help what alternatives would you suggest?
- Discuss with your colleagues / manager / supervisor / mentor
- How do you generate alternatives?

Generating Ideas

Generating ideas can be a challenging process, but there are several strategies you can use to come up with new and creative ideas:

1. **Brainstorming:** Start by writing down as many ideas as possible without any judgment or critique. You can do this individually or with a group.
2. **Mind mapping:** Create a visual diagram with your central idea in the center and then branch out to related topics or subtopics.
3. **Asking questions:** Ask open-ended questions related to the problem you're trying to solve or the topic you're exploring to spark new ideas.
4. **Free writing:** Set a timer for 10-15 minutes and write down everything that comes to mind related to the topic.
5. **Research and inspiration:** Look for inspiration in books, articles, blogs, or other sources of information related to your topic.
6. **Collaborate:** Discuss your ideas with others and get feedback to refine and improve your ideas.

Remember, generating ideas is a process that takes time and practice. Don't be afraid to experiment with different methods and approaches until you find what works best for you.



4. Evaluate alternatives: Assess the advantages and disadvantages of each alternative and compare them to determine the best option.

Evaluate

- Use Pro's & Con's lists
- Use force-field-analysis
- Use 'Motivational Interviewing Decisional Balance' (next slide)
- How do you generate alternatives?

Pros and Con List

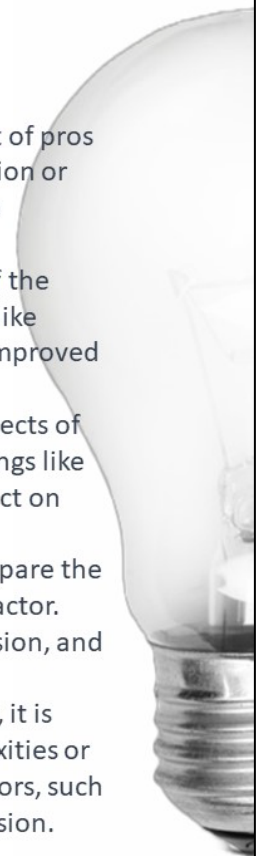
A pro and con list is a tool used to evaluate the advantages and disadvantages of a decision or situation. It involves creating a list of pros (positive factors) and cons (negative factors) related to the decision or situation, in order to weigh the potential outcomes and make an informed choice.

Pros are typically the benefits, advantages, or positive aspects of the decision or situation being considered. They may include things like increased opportunities, financial gain, personal fulfillment, or improved relationships.

Cons are typically the drawbacks, disadvantages, or negative aspects of the decision or situation being considered. They may include things like increased risk, financial loss, personal sacrifice, or negative impact on relationships.

By creating a list of pros and cons, individuals or groups can compare the potential outcomes and weigh the relative importance of each factor. This can help them to make a more informed and balanced decision, and to consider potential trade-offs between different options.

While a pro and con list can be a useful tool for decision-making, it is important to recognize that it may not capture all of the complexities or nuances of a situation. It is also important to consider other factors, such as personal values, emotions, and intuition, when making a decision.



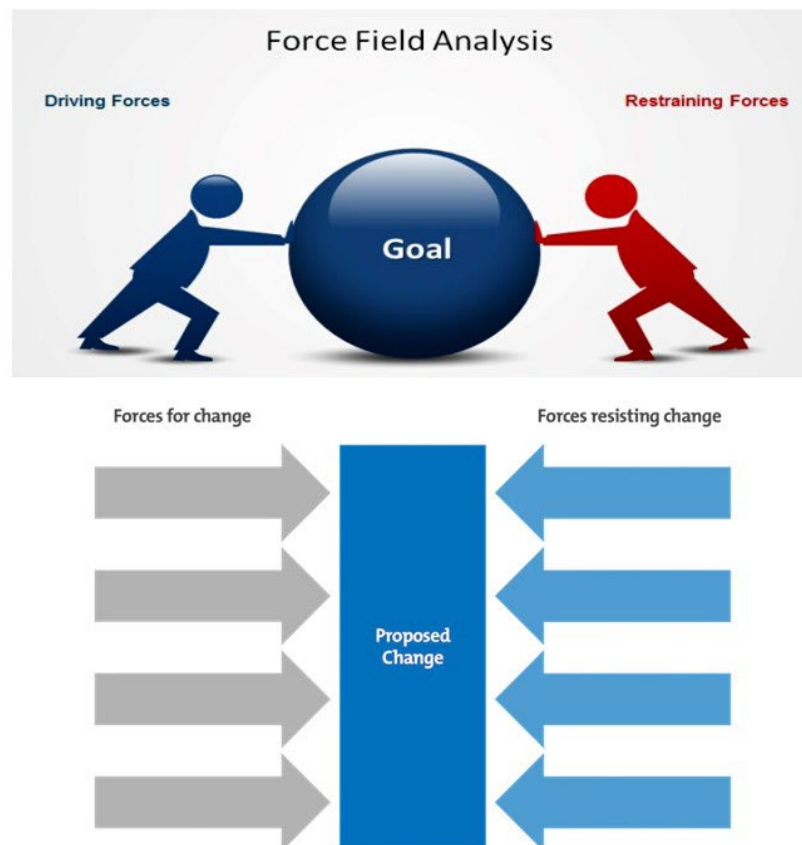
Force-field Analysis


Force-field analysis is a problem-solving tool used to identify the forces that drive or restrain a particular situation, and to develop strategies to address the problem. The tool was first developed by Kurt Lewin, a social psychologist, in the 1940s. In force-field analysis, the problem is identified and the current situation is described. Then, the driving forces that support the current situation are listed, along with the restraining forces that oppose change. The driving forces might include things like incentives, opportunities, and supportive attitudes, while restraining forces might include things like barriers to change, lack of resources, or resistance to change.

Once the driving and restraining forces are identified, the next step is to evaluate them and determine which are the most important. This involves assigning scores or weights to each factor based on its level of importance, and then calculating the overall score for each side.

Finally, strategies are developed to address the problem, based on the analysis of the driving and restraining forces. This might involve developing ways to strengthen the driving forces or to weaken the restraining forces, or finding ways to balance the two sides.

Force-field analysis can be a useful tool for problem-solving and decision-making in a wide range of contexts, from business and organizational management to personal development and social change. It helps individuals and groups to understand the factors that influence a situation, and to develop effective strategies for addressing problems and achieving goals.



	DECISIONAL BALANCE	GOOD	NOT SO GOOD
	NOT CHANGING	1. What are the advantages of the status quo, not changing?	2. What are the downside of the status quo, of not changing?
	CHANGING	4. What are the advantages of changing?	3. What are the downsides of changing?

Explanation Video at <https://youtu.be/7vJ8jBqzVqU>
(10 min)

5. Choose the best alternative: Select the most appropriate solution based on your analysis.

Slow down before making a decision

- Take a breath
- Go for a walk
- Slow your speech and body language
- Set a future time for the decision. In many cases its helpful to separate the discussion from the decision.
 - Be rested - get good sleep
- If stuck or relatively unimportant you can 'toss a coin'
- **Remember perfect can be the enemy of good.**

6. Implement the decision: Take action to put your decision into effect.

7. Evaluate the decision: Monitor the outcomes of your decision to determine whether it was effective and make adjustments as necessary.

The Glenn

How to Conduct An After Action Review

How To Conduct An After Action Review:

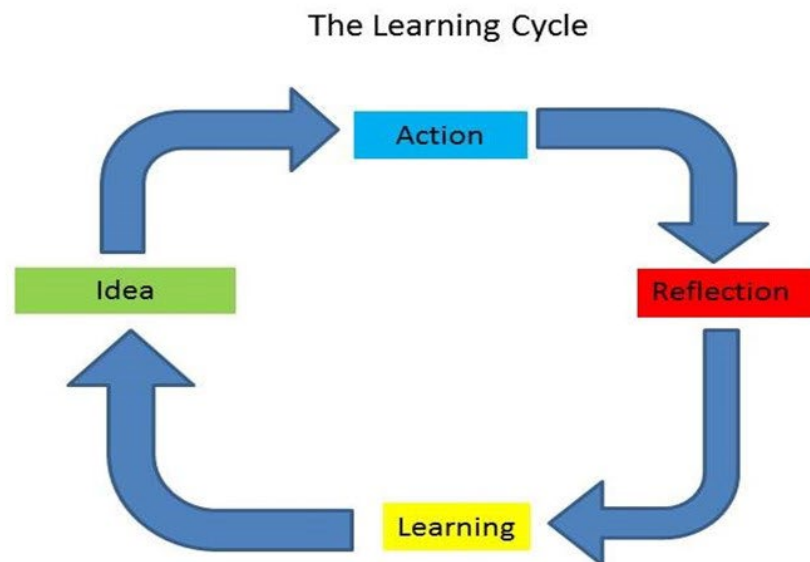
1. What was our intended result?
2. What was the actual result?
3. Why were they different?
4. What will we do the same next time?
5. What will we do differently next time?



How To Conduct An After Action Review

<https://youtu.be/omY4ssdgwvs> (8:36)

ACTION: Reflection Cycle



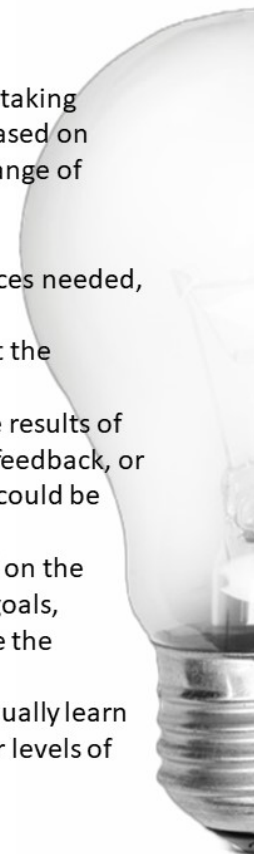
Action Reflection Cycle

The action reflection cycle is a process of learning that involves taking action, reflecting on the results, and adjusting your approach based on what you have learned. This process can be applied to a wide range of activities, from personal growth to organizational change.

The cycle typically involves four stages:

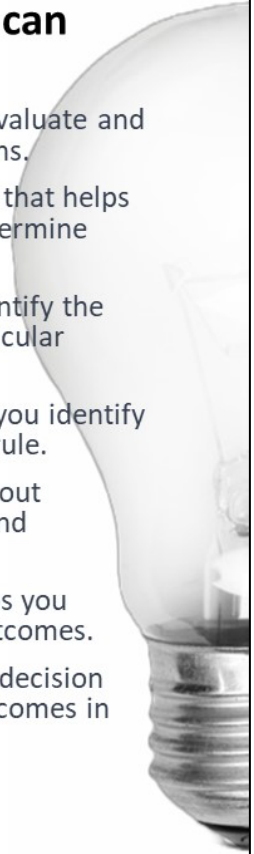
- **Planning:** This involves setting goals, determining the resources needed, and developing a plan of action.
- **Action:** This involves implementing the plan and carrying out the activities required to achieve the goals.
- **Reflection:** This involves taking a step back and analysing the results of the actions taken. This can involve gathering data, soliciting feedback, or simply taking time to reflect on what worked well and what could be improved.
- **Adjustment:** This involves making changes to the plan based on the insights gained through reflection. This can involve revising goals, adjusting strategies, or refining approaches to better achieve the desired outcomes.

By repeating this cycle, individuals and organizations can continually learn and improve, developing greater expertise and achieving higher levels of success over time.



More complex tools and techniques that can help you make rational decisions.

1. **Decision Matrix:** A decision matrix is a tool that helps you evaluate and prioritize options by creating a table with criteria and options.
2. **Cost-Benefit Analysis:** A cost-benefit analysis is a technique that helps you weigh the costs and benefits of different options to determine which option will provide the greatest value.
3. **SWOT Analysis:** A SWOT analysis is a tool that helps you identify the strengths, weaknesses, opportunities, and threats of a particular decision.
4. **Pareto Analysis:** A Pareto analysis is a technique that helps you identify the most important problems or issues by using the 80/20 rule.
5. **Decision Trees:** A decision tree is a tool that helps you map out different decision paths based on the potential outcomes and probabilities.
6. **Scenario Analysis:** Scenario analysis is a technique that helps you evaluate different possible scenarios and their potential outcomes.
7. **Game Theory:** Game theory is a mathematical approach to decision making that helps you evaluate different strategies and outcomes in situations where multiple parties are involved.



Support Information

1. Handout
2. This content will be added to your online support page found at
https://www.impactfacilitation.com.au/teaching_notes