

Wise Decision Making

PERSONAL CONVICTIONS

Decision Making

- **Is a process**
- **The best decision is always the one that best meets prioritized objectives**
- **A decision can never be any better than the best known alternative**
- **There are many decision making traps**

Decision Making Traps

Binary trap

Intuitive trap

Analysis/Paralysis trap

Emotional traps

Voting Trap



Typical client Situation

- **Confusion**
- **Conflict**
- **Competing objectives**
- **Limited resources with many demands**
- **Time constraints**
- **Etc.**

Key Principles

- Focus on the question, NOT the answer – While you're at it, focus on the right question
- Every decision is an attempt to meet prioritized objectives
- Seek God's will on any given decision, not yours or, even that of your client -- See decision-making as a team sport between you and God
- Beware of the emotional/psychological traps in decision-making

Step 2

Define the decision

- **Focus on the question not the answer**
- **Spell it out in black and white. “I must choose.....”**
- **Questions to ask**
 - **What is the crux of the matter?**
 - **Is this decision addressing the core issue or a surface symptom?**
 - **Am I solving this issue for the long term or merely being expedient for the short term?**
 - **How many alternatives do I have when I have defined the decision?**

A Criteria-Based Decision Model

Step One -- Prayer

Step Two -- Define your decision – “*What’s the question?*”

Step Three -- Clarify your objectives -- “*What are the decision criteria?*”

Step Four -- Prioritize your objectives – “*What are the nonnegotiable? What are the trade offs?*”

Step Five -- Identify your alternatives



A Criteria-Based Decision Model

Step Six -- Evaluate your alternatives --

“What are the facts?”

Step Seven -- Make a preliminary decision

Step Eight -- Assess the risk --

“What could go wrong here?”

Step Nine -- Make the final decision

Step Ten – Test the Decision



#2

#5

#3

#4

Alternatives

Criteria

Priority

Option A

Option B

Option C

Option D

#6

Gather the Facts

#9 Make your final decision

Preliminary Decision

Risk

Assessment

#8

Risk Assessment

Clarify Your Objectives

Broad statements of Intent

- **What do I want to maximize?**
 - **Benefits**
 - **Profits**
 - **Relationships**
 - **Time**
 - **Etc.**
- **What do I want to minimize?**
 - **Time**
 - **Costs**
 - **Risks**
 - **Etc.**

Prioritize The Objectives

- Must haves
 - Essential, nonnegotiable
 - The presence of this objective in any given alternative must be absolute
- Want to haves
 - Relative criteria
 - Use a scale of 1-10
 - They are not ranked rather they are relative. Not all criteria have the same value
 - Begin with choosing one and giving it a value of 10
 - Everything else is measured against the first one

Assess the Risk

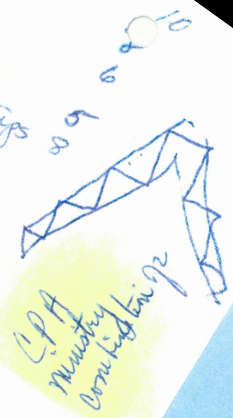
- **Ask three questions**
 - **What is the worst thing that could happen if I choose this alternative?**
 - **How likely is it to happen?**
 - **Multiply the two**
- **Are you willing to live with the risk**
- **You only do this for the best numerical alternative**
 - **Remember you are evaluating the alternatives against your objectives, NOT against each other**
 - **EVERY decision is an attempt to meet your objectives**

April impact - my
 life style
 location
 KD Dignity
 travel - # nites
 details # weekends
 salary
 Inv. beg'd
 permanent

Finan	8	0	0	0	0	3	2	13
CCCP	5	0	0	0	7	3	2	17
ADI	3	4	6	5	3	3	2	26
CPA	2	6	6	5	8	3	10	40
F.C.	9	5	6	0	2	0	10	32

Africa
 Crusade
 ADI
 CPA
 Finan' l'col.

10	0	0	0	0	0	0	0	3	0	13
0	0	0	0	0	0	0	0	3	0	11
0	0	0	0	0	0	0	0	3	0	14
0	8	6	5	0	8	3	3	10	40	
10	8	6	5	0	8	3	3	10	40	
										34



Cap time, talent, treasure.
 Personal. bus. l'col.
 # course days
 # work days
 # work trips

Test the Decision

- **Promise Test**
- **Partner Test**
- **Purpose Test**
- **Preference Test**
- **Peace Test**

A Closing Thought

A decision is a goal...

Just do it!