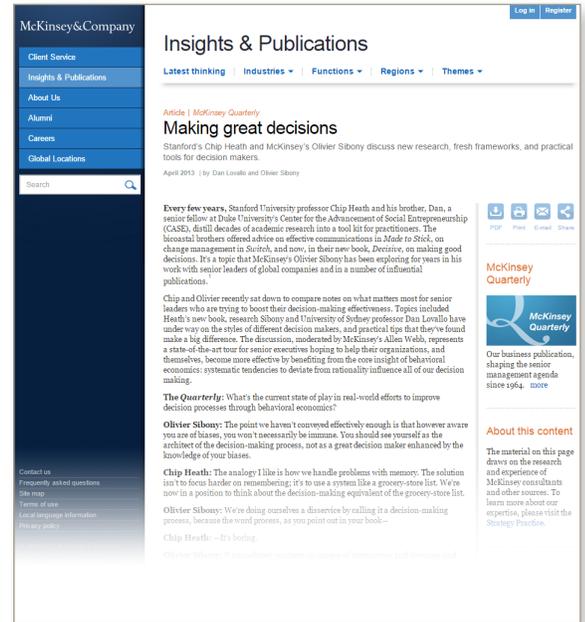


Making Great Decisions

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SUMMARY

- The further we move up the ladder the harder it is to be told or to say “my judgment is fallible”.
- We all have dominate biases: Inertia (status quo), confirmation (justification based on experience/desire), and social (group think, popularity).
- Awareness to our biases does not make us immune to them.
- Most decisions are based on “politics, persuasion, and PowerPoint” and none of these “three Ps” are fully trustworthy.
- The three biggest things to know to improve decision-making: Few decisions are truly unique (learn from others), recognize uncertainty (prepare to be wrong) and enable debate (have tools to facilitate dialogue and take the heat).
- Leaders do a disservice by calling it a decision-making process. It conjures up images of bureaucracy, slowness and decisions by committee—all things associated with bad leadership.
- We need to think of ourselves as an architect to make great decisions not a great decision maker.
- The decision-making process can be broken down into the equal of a grocery-store check-list.
- Creating a standard language (vocabulary) to help people introspect about how they make decisions is essential.
- Providing tools that can be used in five or ten minutes won’t make decision-making perfect but will improve it substantially.



OUR POINT OF VIEW (POV)

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- “Politics, persuasion, and PowerPoint” are the current “de-facto standards” for business decision-making. The use of these standards erode trust, destroy morale and waste time, people, resources and capital.
- Business decision-making continues as a “mysterious art” because ALL OF US have an over reliance (bias) on inertia (status quo).
- Anyone regardless of age, experience, or title can quickly and easily become an architect to make better decisions.
- Leadership is solely accountable to provide the decision-making standards to make this happen: mind-set (confidence), skill-set (competencies), and tool-set (easy to use job aids).
- Leadership must do this without adding an abusive amount of overhead (process overkill, bureaucracy, decisions by committee).
- Forward-thinking executives recognize decision-making as an organizational competence and are investing heavily to eradicate the “mysterious art” of decision-making in their organizations.

