

MODULE 5

DECISION MAKING STYLES



5

DECISION MAKING STYLES

PREP PROMPT

Describe a big decision you've made in the past year.
Which of the 4 Decision Making Styles below best describes you?

4 DECISION MAKING STYLES

- Analytical
- Behavioral
- Conceptual
- Decisive

CASCADE CHATS

I	II	III	IV
Culture	BSWH	Now	Legacy
Can you think of public decision makers in the world in each of the 4 Decision Making Styles?	What do you think is the dominant Decision Making Style within BSWH?	Looking at the members of your team, can you identify each person's Decision Making Style?	What should your team do moving forward to balance the DM Styles people have and leverage everyone's strengths?

OVERVIEW

L01: Identify personal decision making styles

L02: Understand the strengths and limitations of decision making styles, to include situational factors

Engagement Strategy:

Examine individual decision-making styles through the use of a short self-assessment. Understand the strengths and limitations of each style. Utilize short scenarios in multiple domains to identify decision making styles in action. Reflect on recent life decisions and evaluate those decisions based on the decision making styles framework.

Synch Matrix:

	Start	End	Activity	Facilitator Notes
A	0:00	4:00	Intro / "Explore" Exercise	Opening exercise about a big decision you have upcoming
	4:00	7:05	Topic Intro	Introduction of Jen Morgan and decision making
B	7:05	9:00	"Examine" Exercise	This is a short assessment to help determine your dominant decision making style
C	9:00	16:27	4 Decision Making Styles	Directive / Analytical / Conceptual / Behavioral
D	16:27	20:00	"Explore" Exercise	What decision making style does each scenario best describe?
E	20:00	26:00	Which style is best?	Walk through which situations suit each decision making style
F	26:00	32:40	"Describe" Exercise	Describe the strengths and weaknesses of the approaches taken in the provided scenarios
	32:40	34:12	Reflect on the Your Short Assessment	Reflect on the outcome of the short assessment you took at the beginning of the module
G	34:12	36:55	Benefits of Using DM Styles	Knowing yourself, Influencing others, Dealing with conflict
H	36:55	38:16	Conclusion + "Apply" Exercise (Action Item)	Find someone whose DM style is different than yours. Partner and Coach each other on Decisions the next month.

Sources:

Boogaard
Kinicki & Williams
Miller

DISCUSSION GUIDE

A

Is there a big decision you and/or your team has to make in the next couple of months? What is it, who is involved, how is the decision made, and what's at stake?



EXPLORE

B

ANSWER THE FOLLOWING QUESTIONS AND
ADD UP YOUR SCORES FOR EACH LETTER:

- I ENJOY JOBS THAT:**
 - ARE TECHNICAL AND WELL DEFINED.
 - HAVE CONSIDERABLE VARIETY.
 - ALLOW INDEPENDENT ACTION.
 - INVOLVE PEOPLE.
- IN MY JOB, I LOOK FOR:**
 - PRACTICAL RESULTS.
 - THE BEST SOLUTIONS.
 - NEW APPROACHES OR IDEAS.
 - A GOOD WORKING ENVIRONMENT.
- WHEN SOLVING A PROBLEM, I:**
 - RELY ON PROVEN APPROACHES.
 - APPLY CAREFUL ANALYSIS.
 - LOOK FOR CREATIVE APPROACHES.
 - RELY ON MY FEELINGS.
- WHEN USING INFORMATION, I PREFER:**
 - SPECIFIC FACTS.
 - ACCURATE AND COMPLETE DATA.
 - BROAD COVERAGE OF MANY OPTIONS.
 - LIMITED DATA THAT'S EASILY UNDERSTOOD.
- I AM ESPECIALLY GOOD AT:**
 - REMEMBERING DATES AND FACTS.
 - SOLVING DIFFICULT PROBLEMS.
 - SEEING MANY POSSIBILITIES.
 - INTERACTING WITH OTHERS.
- WHEN TIME IS IMPORTANT, I:**
 - DECIDE AND ACT QUICKLY.
 - FOLLOW PLANS AND PRIORITIES.
 - REFUSE TO BE PRESSURED.
 - SEEK GUIDANCE AND SUPPORT.
- I WORK WELL WITH THOSE WHO ARE:**
 - ENERGETIC AND AMBITIOUS.
 - SELF-CONFIDENT.
 - OPEN-MINDED.
 - POLITE AND TRUSTING.
- OTHERS CONSIDER ME:**
 - AGGRESSIVE.
 - DISCIPLINED.
 - IMAGINATIVE.
 - SUPPORTIVE.
- MY DECISIONS TYPICALLY ARE:**
 - REALISTIC AND DIRECT.
 - SYSTEMATIC OR ABSTRACT.
 - BROAD AND FLEXIBLE.
 - SENSITIVE TO THE NEEDS OF OTHERS.

YOUR HIGHEST SCORE REPRESENTS YOUR DOMINANT DECISION-MAKING STYLE.
A = DIRECTIVE STYLE B = ANALYTICAL C = CONCEPTUAL AND D = BEHAVIORAL

C

4 DECISION MAKING STYLES

- Directive
- Analytical
- Conceptual
- Behavioral

DISCUSSION GUIDE

D MATCH EACH WRITTEN SCENARIO TO ONE OF THE 4 DECISION MAKING STYLES (Directive / Analytical / Conceptual / Behavioral)



Scenario	Style?
A leader is aware their current patient service structure is innovative for its time, but competitors will eventually catch on and create cheaper carbon copies. To keep their clinic profitable, they analyze where the demand is heading and research how to reinvest their money into the clinic to establish a Research and Development department. Instead of focusing on short-term financial goals, they spend most of their week learning how to pivot and develop other great services years before their best practice loses steam.	
When closing a deal, the lead physician notices their new partner's founder looks visibly nervous as the two talk numbers. The lead physician instantly realizes this energetic shift and asks the founder what's troubling them. The founder communicates they feel the deal is too financially risky. The lead physician begins quelling the founder's fears by pointing out how the deal will serve the patients and staff. Yet, the founder still seems emotionally unready to sign off on the deal. To not lose the relationship, the physician leader offers a 90-day trial to gain more trust and build a better relationship with the founder.	
The regional manager of a national chain pharmacy needs ideas for a new pharmacy display they're pitching to. They schedule a brainstorming meeting with their team to come up with a great concept to present to their potential client. After the leader briefs the group on the client's needs, they partner everyone into pairs. They explain each group has an hour to come up with three unique ideas. Once the hour is up, each team shares its ideas with the others. After this process is over, the entire group votes on which idea will move forward.	
The supervisor of a nursing staff finds themselves swamped with unfinished tasks. They know they need to eliminate some of their busywork so they can spend more time ensuring patient and staff satisfaction. To do this, they decide to delegate duties to two upcoming leaders in the hospital. Before speaking with the team members, they figure out a clear process for how these additional duties will be implemented. After this, they schedule a time to talk with each individual, communicate the plan, ask if they're willing to be accountable for these tasks, and direct them on how to properly perform these duties as they would.	

DISCUSSION GUIDE

E SITUATIONS FOR EACH DM STYLE

DIRECTIVE	ANALYTICAL	CONCEPTUAL	BEHAVIORAL
WORKS WELL WHEN: - IMMEDIATE DECISION - THERE'S 1 PATH FORWARD DOESN'T WORK WELL WHEN: - OTHERS NEED TO FEEL HEARD - LACK OF EXPERIENCE	WORKS WELL WHEN: - NEED CREATIVE ANSWERS - THERE ARE MULTIPLE "RIGHT" OPTIONS DOESN'T WORK WELL WHEN: - NEED SWIFT DECISIONS - LACKING DATA	WORKS WELL WHEN: - YOU HAVE MORE TIME - EXPERIMENTAL SOLUTIONS ARE OKAY DON'T WORK WELL WHEN: - NEEDING TRIAL & ERROR - LOW PSYCHOLOGICAL SAFETY	WORKS WELL WHEN: - LOW CHANCE OF CONFLICT - CHOOSE POPULAR ANSWER DOESN'T WORK WELL WHEN: - CONFLICT IS POSSIBLE - HARMONY OVERSHADOWS CREATIVITY

F Identify each leader's potential pros and cons with each style in these scenarios:



Directive decision-making style in action:

Muhammed wants to plan a retreat for his team. He starts early to ensure he can plan the best outing possible. He sends out a survey to his team to collect their opinions, asks other leaders for their own experiences with company retreats, and gathers as much online advice (in the form of articles and videos) as he can. Once a tentative plan is ready, he collects more feedback from his team before finalizing the retreat itinerary.

Analytical decision-making style in action:

Jason is tasked with determining the next feature his development team should add to their patient care service. He pulls the team together for a brainstorming session and encourages them to brainstorm features without limitation — what would they add if money and time weren't an issue? From there, Jason lands on an ambitious option that they'll pursue. But, he leaves flexibility to change course if the team needs to.

Conceptual decision-making style in action:

Irene leads the customer service team at her hospital and is made aware of an issue with an unhappy patient. Irene reviews the past interactions with the patient, references their team's policies for dealing with similar scenarios, and issues the patient an apology and a billing adjustment. Afterward, she sends an email to her team to update them about the resolution.

Behavioral decision-making style in action:

Mae needs to choose a new healthcare CRM for her team. She provides her team with three different software options to test, then hosts a session where everyone can chime in with their experiences, opinions, and frustrations. After that, she identifies the software she plans to move forward with and asks her team, "I think we're going to go with XYZ. What do you think?" Again, she listens to their feedback. If there is vocal disapproval, she'll revisit her options.

DISCUSSION GUIDE

G BENEFITS OF USING DM STYLES

1. Knowing Yourself
2. Influencing Others
3. Dealing with Conflict

H ACTION ITEM

Find someone whose Decision Making style is different than yours. Partner and coach each other on decisions for the next month.



TAKE-AWAYS

INSIGHTS:

ACTIONS:

5

CASCADE CHATS

These exercises are meant to deepen the learning and experience between modules for participants and their teams. Use blank spaces to record your personal responses prior to discussions. Update your notes based on the conversation.

I	Culture	Can you think of public decision makers in the world in each of the 4 Decision Making Styles?	
II	BSWH	What do you think is the dominant Decision Making Style within BSWH?	
III	Now	Looking at the members of your team, can you identify each person's Decision Making Style?	
IV	Legacy	What should your team do moving forward to balance the DM Styles people have and leverage everyone's strengths?	