

# MODULE 6

## PRACTICAL DECISION MAKING



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## PRACTICAL DECISION MAKING

### PREP PROMPT

When do you feel most vulnerable in decision making?

### TIPS DURING DECISIONS

1. BREATHE
2. DELAY
3. AFTER ACTION REVIEW (AAR)
4. HAVE A PROCESS

### CASCADE CHATS

I	II	III	IV
Culture	BSWH	Now	Legacy
What's a movie or book that has had an impact on your professional life by seeing others' experiences?	Can you think of a decision at BSWH that was made too quickly? What about one that took too long?	When do you feel your team is most vulnerable in decision making?	Discuss how your team could incorporate the AAR concept in your current rhythm to improve learning.

## OVERVIEW

L01: Recognize and distinguish strengths and weaknesses in their own decision-making  
L02: Employ techniques to make and support better decision-making

Engagement Strategy:

Personal story of decision making challenge. Reflection on the personal strengths & weaknesses as a team member, as well as vulnerabilities (rushing, fatigue, emotion). Understand and apply tools to improve decision making before (stories), during (breathe), after (evaluate/review).

Synch Matrix:

	Start	End	Activity	Facilitator Notes
	0:00	6:30	Main/Instructor Intro	Jamey Gadoury introduces himself as well as the topic of practical decision making by sharing a story
<b>A</b>	6:30	8:30	"Describe" Exercise	Exercise to list strengths about yourself and your team
	8:30	10:10	Effects of Strengths and Weaknesses	Jamey explains the effects of knowing our strengths and weaknesses and how that can affect decision making
<b>B</b>	10:10	12:15	"Examine" Exercise	A chance for each person to evaluate personal traits (rules vs flexibility and passion vs steadiness)
	12:15	14:15	Thinking, Fast and Slow	Jamey gives "driving" illustration as an example of Kahneman's "Thinking, Fast and Slow" concept
<b>C</b>	14:15	17:20	"Reflect" Exercise	Think of times when "fast" thinking led to a good decision and a poor decision, as well as areas where slowing down would be good
	17:20	18:50	Experience & Expertise	Jamey describes the benefits and risks of experience and expertise.
	18:50	21:30	Decision Fatigue	Jamey describes "hangry"
<b>D</b>	21:30	24:30	"Reflect" Exercise	When were your decisions vulnerable to the effects of fatigue?
<b>E</b>	24:30	29:10	3 Ways to Improve Decision Making	Jamey gives some methods to improve decision making
<b>F</b>	29:10	30:11	"Apply" Exercise	Jamey gives some homework
<b>G</b>	30:11	35:30	Tips During Decisions	Breathe, Delay, After Action Review, Model
	35:30	38:22	Conclusion	

Sources:  
Kahneman  
Klein  
Nibbelink & Brewer

## DISCUSSION GUIDE

### A STRENGTHS



- What strengths do you bring to your current role
- Which ones help you make good decisions?
- What strengths do you see in your teammates?
- What about your team as a whole?

### B RULES VS. FLEXIBILITY



- Are you more comfortable when there are clear rules or when there are not?
- How has this affected your Decision Making?

### PASSION VS. STEADINESS

- Would you describe yourself as more "passionate" or more "steady"?
- In what situations this trait give you an advantage in Decision Making?

## DISCUSSION GUIDE

### C FAST THINKING EXERCISE

- Think of a time when fast, reflexive thinking has helped you make a good decision.
- Think of a time when you saw fast thinking lead to a poor decision.
- Are there some areas where slowing down your thinking could benefit you?



### D DECISION MAKING VULNERABILITIES

- Can you remember a time when you were worn out from making decisions?
- What things could you standardize to reduce the number of decisions you make in a given day?
- Who can you lean on when the risk of decision fatigue is high?
- What other vulnerabilities are unique to your situation?



## DISCUSSION GUIDE

### E 3 WAYS TO IMPROVE DECISION MAKING

1. Seek out new experiences for yourself
2. Read or listen to stories of others' experience
3. Poll the Audience

### F ACTION ITEM

- Think of a challenging situation you commonly encounter.
- Ask your colleagues how they approach the situation and how they make the decision.
- Make a list of your colleagues' answers and share it with all of them.



### G TIPS DURING DECISIONS

- Breathe
- Delay
- After Action Review
- Process
  1. State the Dilemma
  2. Present Considerations
  3. Present Options

## TAKE-AWAYS

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INSIGHTS:

ACTIONS:

## CASCADE CHATS

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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	What's a movie or book that has had an impact on your professional life by seeing others' experiences?	
II	BSWH	Can you think of a decision at BSWH that was made too quickly? What about one that took too long?	
III	Now	When do you feel your team is most vulnerable in decision making?	
IV	Legacy	Discuss how your team could incorporate the AAR concept in your current rhythm to improve learning.	