

# IMPROVING DECISION MAKING

Using Myers-Briggs® Type to  
Understand Decision-Making Style

PRESENTED BY  
YOUR NAME HERE

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## Objectives

- ◆ Increase your understanding of your preferred decision-making style
- ◆ Build awareness of what can inhibit high-quality decision making
- ◆ Learn how personality preferences influence people's decision-making style
- ◆ Develop strategies to make both individual and group decision making more successful
- ◆ Put together an action plan to enhance your decision making

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# Decision Bias

## What Is Decision Bias?

- ◆ People are constantly making decisions
- ◆ Generally, we see ourselves as unbiased, rational decision makers
- ◆ However, we are subject to various kinds of bias that may keep us from coming to the best conclusion



The reality is that important decisions made by intelligent, responsible people with the best information and intentions are sometimes hopelessly flawed.

**Campbell et al.**  
*Harvard Business Review*

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# The Link to Myers-Briggs® Processes

HOW LONG DID YOU SPEND CONSIDERING...?

Past experiences  
Available resources  
Practicalities and  
factual information

% Total time spent

Alternative approaches  
Underlying issues  
The larger context

% Total time spent

Pros and cons of  
different options  
The logical thing to do  
The task

% Total time spent

Harmony  
The impact on others  
Personal values

% Total time spent

# Review: Coming to Closure



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p

Have a strong desire for closure and getting things decided

Have a strong desire to keep their options open to new information and possibilities

Are likely to feel uncomfortable and frustrated when decision making is delayed

Are likely to feel uncomfortable and frustrated when they have to make a quick decision

May decide too early, without taking in enough information

May delay making a decision too long, believing that they are not yet in a position to decide

Can miss out on opportunities that might have occurred later on

Can miss out on opportunities that have already passed them by

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# Group Decision Making

# Advantages of Group Decision Making

- ◆ It can bring greater diversity: different perspectives, skill sets, areas of knowledge, and decision-making styles
- ◆ More perspectives can be explored
- ◆ It can enable more buy-in and collective understanding about why a decision has been made
- ◆ Externalizing thoughts can help a person gain clarity about his or her perspective on the decision

## Z Model for Problem Solving

- ◆ Based on Gordon Lawrence's "Zig-Zag Process™ for Problem Solving"
- ◆ The Z model, using the Z pattern shown below, emphasizes the preference pairs Sensing–Intuition and Thinking–Feeling





## Signs of Effective Decision Making *CONTINUED*

## Effective use of Thinking

- Both pros and cons of a situation are objectively analyzed
- Solutions are critiqued and assumptions questioned

## Effective use of Feeling

- ◆ The impact on people and how the decision will be perceived are key considerations
- ◆ Contributions and perspectives are supported and praised