

**Expert Decision Making**  
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Why we make *Bad* decisions

Emotions

anger  
fear  
sadness  
disgust  
guilt

Barriers to good decisions

- Biases
- Unprepared
- Unique situation
- Limited information
- Overconfidence

Analytic decisions

Focus on data & detail

Draw a conclusion from rational analysis

More successful when tasks are:

Impersonal  
Long-term  
Individual

**2 Kinds of Problem Solvers**



Justification or Solution

Forward thinking problem solving

Define-Factors-Solutions-Evaluation

Analytic decisions that predict the future

Series of data points

Contributing factors

Analytic decisions that Determine Strategy

Decisions that set priorities, commit resources and direct actions

Managers who make the best strategic decisions

Use real-time information

Integrate decisions  
Seek informed opinions  
Gain consensus w/qualification  
Consider multiple alternatives simultaneously

*I believe in intuition. I sometimes feel that I am right. I do not know that I am.*  
- Albert Einstein

Intuitive decisions require:  
    Extensive knowledge  
    Situational pattern recognition  
    Experience making similar decisions in similar environments

Decisions under pressure  
    Preparation  
    Experience

How successful managers make decisions under pressure

- Mix analytic and intuitive decision making
- Prioritize most important problems
- Filter out distractors
- Focus on key principles and underlying structures
- Make decisions in prime time
- Flexible and change

What Types of Decisions will serve you Best?

Eliminate bad decisions  
 Solving problems  
 Predicting future  
 Strategy  
 Intuition  
 Decisions under pressure

The Road Not Taken

*I shall be telling this with a sigh Somewhere ages and ages hence: Two roads diverged in a wood, and I— I took the one less traveled by, And that has made all the difference.*

-Robert Frost