



TWO KINDS OF DECISIONS GUIDEBOOK

This module is designed to help you achieve three things:

- 1) Get clarity amidst the fog of indecision and disagreement
- 2) Establish an easy action plan that directs a team
- 3) Learn how to effectively set priorities and gain team buy-in

A LEADER'S JOB: THE DECIDER

A leader's job is comprised of making decisions. Big ones and little ones, and they all add up like drops of water in a rushing river. If you don't stop to consider how these decisions all contribute to the momentum and direction of the river you could be heading wrong direction fast. In a world of accelerated change, making good decisions faster is critical.

Of course, it's one thing to deal with making decisions as an individual. It's another thing to make decisions that require group buy-in and commitment. Even if you have full authority as a leader

Many leaders, like kings, will give a rousing and well-informed speech to "take the hill" as a team. The "hill" is a metaphor for a new initiative, decision, or strategy that requires everyone's participation to be successful. The team ultimately says "yes," because he's the boss.

Then the leader sounds the horn and charges ahead. At a certain point the leader glances over his shoulder, only to realize he's the only one charging. The rest of the team is doing other things.

The leader regroupes and says, "Hey didn't we agree we were going to take that hill?" and every says "yes."

"Then why aren't you taking the hill with me?"

The answers abound:

"Oh, you mean now?"

"Which hill did you mean?"

"I thought we were taking a picture of the hill?"

"Remind me again, why are we taking the hill?"

"That hill isn't part of my job description."

"Do you really know how to take a hill?"

"Wait, is there a bonus for taking the hill?"

And so on.

This training is designed to help address this very common dynamic in leadership.

TWO KINDS OF DECISIONS

1. DATA-BASED DECISIONS:

Decision making falls in different categories. One are data-based decisions. This is what happens when you have access to enough data and the right formula to perform calculations that get you to a better answer. This decision-making process has technical names that researchers use like the "Ben Franklyn Method" or "Expected Utility Theory."

In the world of big data, quantum computing, and AI, we are quickly learning that many more decisions can be made more easily. Decisions that aren't muddied by egos, personalities, politics, or other human factors.

Data-based decisions can occur when all the known variables and possibilities are available to you. For example, playing poker, chess, or solving a Rubric's cube all present choices that can be calculated using algorithms to get to the best answer.

This can apply to certain areas of organizational life. For example, certain kinds of financial structuring, accounting procedures, some sales data could provide enough information to guide better decisions even complex ones.

This is all about making sure you are measuring the right thing and you have really good dashboards and score cards. It's a worthwhile endeavor. But this isn't primarily the area we will be dealing with.

2. CRYSTAL BALL DECISIONS:

These are the decisions where you wish you had a crystal ball to see the future. Far more often we are confronted with this category of decisions. These are the ones that are simply fraught with the unknown. We realize that life will not surrender its mysteries to a yardstick and there just isn't data for this.

When it comes to choosing a partner, a which job to take, or a which business strategy to pursue, there simply are too many unknowns for the mind or any computer to calculate. As a result, a completely different approach to making decisions is needed. While I can't give you crystal ball, I have the next best thing.

Fortunately, it's actually pretty simple. When you use the process I'm going to show you, it will give you a lantern, not a spotlight. It will provide just enough light and guidance for the next immediate few steps, not the next mile.

This process is about connecting you to your intuition or gut hunch which is an enormously powerful source of intelligence and guidance. There are three simple steps:

1) **Connect to Your WHY**

MODULE 1, Video 4: Find Your Personal WHY

MODULE 1, Video 8: Creating Your Team WHY

Your personal sense of purpose and your organizations purpose should be the starting point of most of our decisions. If you haven't done this work to get clear it means you are navigating uncharted waters without a north star. This sense of purpose provides a critical guide for you in making decisions. An equally important element

2) **Consider Your BELIEFS**

MODULE 1, Video 11 Understanding the Power of Values

Our values drive our most important decisions. But research shows that if you look at what matters most to you, and then you do a time study of your calendar, which is a reflection of choices or decisions made, on average these two things align about 50% of the time. It actually takes quite a bit of conscious choice and intention to align these things. So in some cases, it's important to ask the question, what matters most to you in this decision?

MODULE 2, Video 2: Rendering Reality

We all see our reality only in part. When we investigate the lenses we look through to discover that we have colored our world by bending, blocking, and blending our reality, we can begin to unpack it and explore other possibilities.

MODULE 2, Video 7: The Mind Garden

Equally important is whether our beliefs have been thoroughly examined and understood. Sometimes our beliefs will limit our choices, so it's important to do the work of pulling thought weeds and planting mind seeds. The more resourceful our beliefs about reality, the more possibilities open to us. When that happens we are often given more choices. Or the choices become less charged.

3) Trust Your HEART

MODULE 1, Video 4: Find Your Personal WHY

Remember that the heart has its own intelligence and it has the power to guide you in ways that the mind or intellect cannot. The story of the Rabbit and the Lion is instructive here. The lion is the heart and it is often tricked by the mind, which is the bunny.

Your heart is the seat of intuition and courage. It will show you through simple feelings, impulses and even simple words, which way to go. You just have to know how to listen for it, then trust it. Here are two practices you can use to enhance your connection to this powerful resource:

Practice #1: Consult the King:

If the heart is the lion, the king sitting on the throne of your life, then a simple practice is simply to ask it for advice. Here's how:

- 1. Close your eyes and take a few deep breaths*
- 2. Bring your awareness to your heart, physically touching it helps*
- 3. Focus on something you appreciate in your life for 3 minutes*
- 4. Once you feel the appreciation, ask your heart a simple question*
- 5. Speak your answer immediately outloud, don't think about it, and see what comes up?*

The heart is eager to share its wisdom, but it can only be heard as a small still voice. This process is designed to clear away the static of the mind and the white noise that drowns out the one voice. When you do, you will find powerful guidance you can trust.

My experience is that most leaders at the highest level are governed by intuitive wisdom even if they don't know it or wouldn't think to call it that. This is the highest form of guidance. It requires trust in your heart and an ability to listen. But it is incredibly simple.

To start, you can use this practice on small matters when there is less at stake. The more you have at stake, the bigger the consequences, the more static will be introduced to the decision.

Practice #2: Trust Your Excitement

Another way to pay attention to your excitement and follow it. This is a very simple technique that trains a muscle in you for better decision making. Start with really small insignificant things, where the stakes are low. Just learn to trust this. Learn it well because you will use it again when the stakes are higher.

- 1. Ask what is the thing that interests you most next*
- 2. If it is in your power, and doesn't harm anyone, follow it*
- 3. Have absolutely no expectation of outcomes*
- 4. Follow it until it no longer interests you, then stop*
- 5. Repeat steps 1 - 4.*