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The Dynamics of Decision-Making Styles

Decision Dynamics Europe

Decision Styles

What are they?

- They are not measures of I.Q.
- They are learned habits of thinking.
- They are influenced by culture & experience.
- There is no best style.
- Each style's effectiveness depends on the situation.

Key elements of Decision Styles

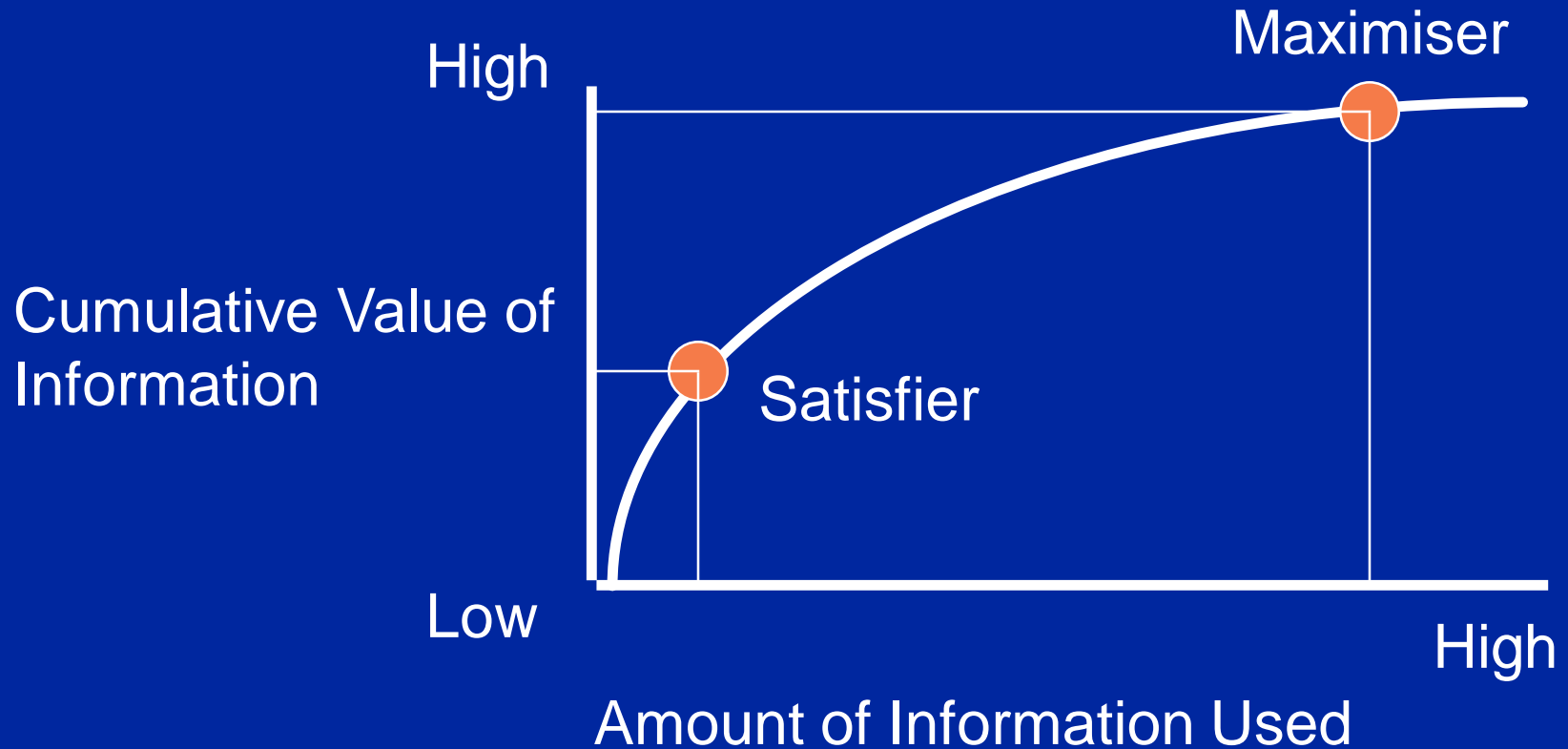
■ Information Use

- Amount of Information used when solving problems - not just acceptance, but amount actually used.

■ Solution Focus

- Number of alternatives and varied courses of action generated when solving problems - many versus few.

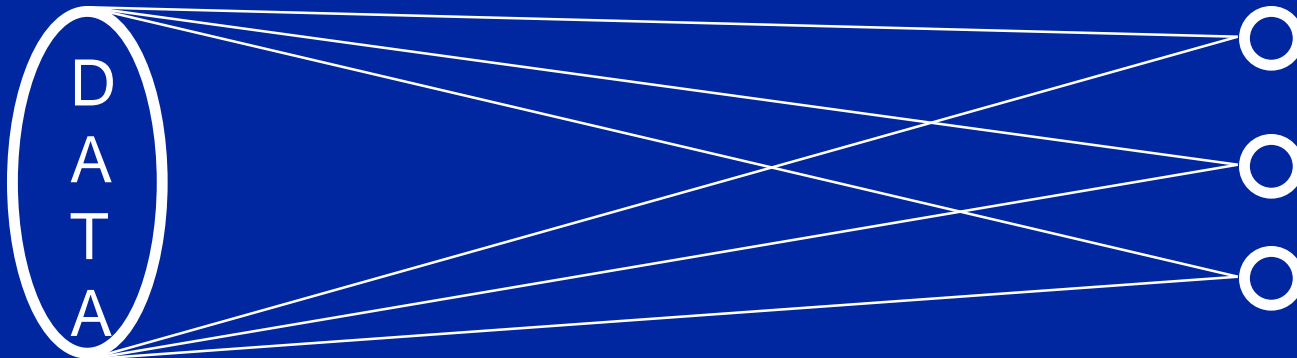
Information Use



Solution Focus



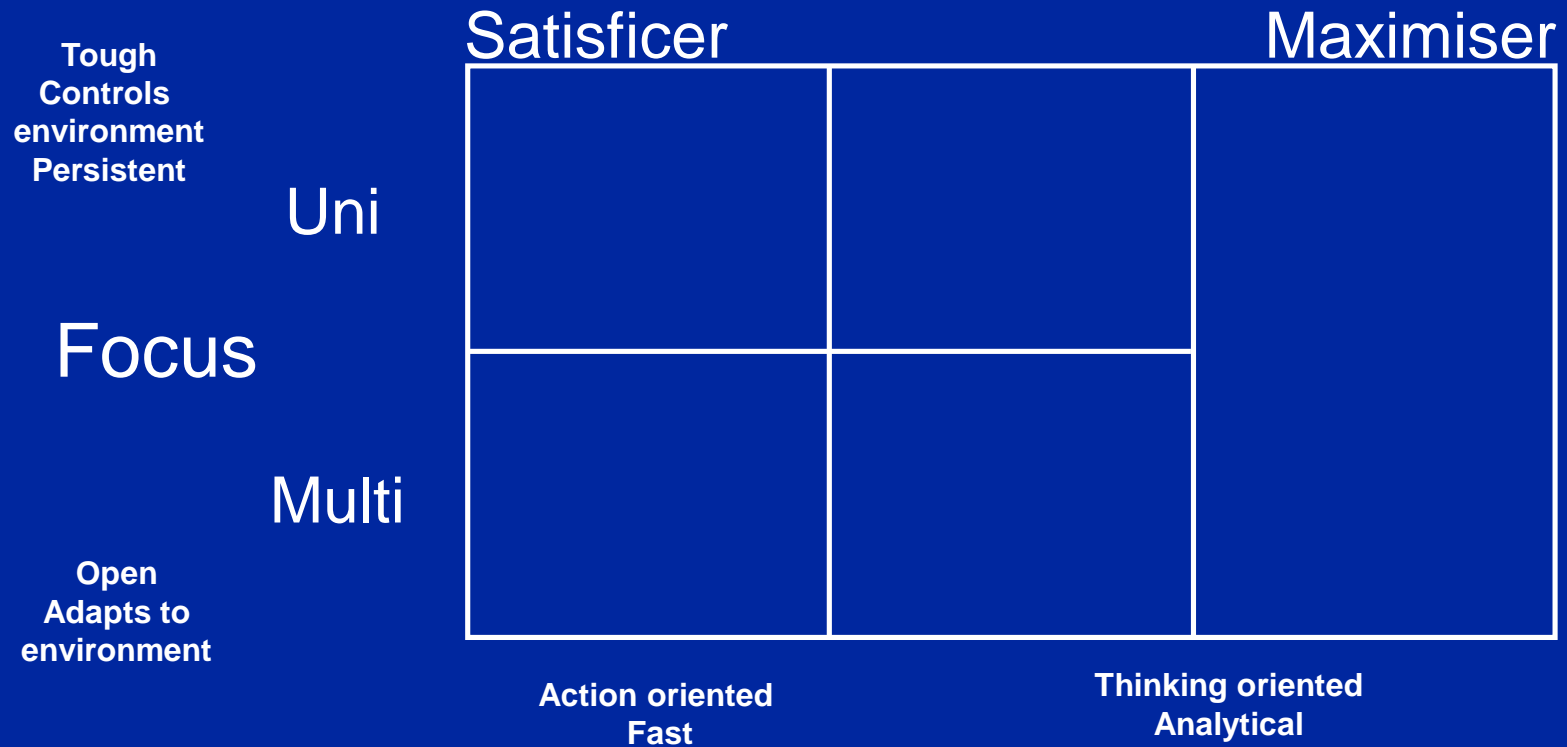
Uni-Focused



Multi-Focused

The Dynamic Decision Style Model

Information Use



The Dynamic Decision Style Model

Information Use

Satisficer

Maximiser

Tough
Controls
environment
Persistent

Uni

Decisive

*Candid
Loyal
Terse
Efficient
Bottom-Line*

Focus

Multi

Open
Adapts to
environment

Action oriented
Fast

Thinking oriented
Analytical

The Dynamic Decision Style Model

Information Use

		Satisficer	Maximiser
Focus	Uni	<p><i>Decisive</i></p> <p><i>Candid</i> <i>Loyal</i> <i>Terse</i> <i>Efficient</i> <i>Bottom-Line</i></p>	
	Multi	<p><i>Flexible</i></p> <p><i>Adaptable</i> <i>Intuitive</i> <i>Sociable Agreeable</i> <i>Varied</i> <i>Changeable</i></p>	
		Action oriented Fast	Thinking oriented Analytical

The Dynamic Decision Style Model

Information Use

		Satisficer	Maximiser
Focus	Uni	<p><i>Decisive</i></p> <p><i>Candid</i> <i>Loyal</i> <i>Terse</i> <i>Efficient</i> <i>Bottom-Line</i></p>	<p><i>Hierarchic</i></p> <p><i>Serious</i> <i>Methodological</i> <i>Solid Values</i> <i>Quality Oriented</i> <i>Logical</i> <i>Visionary</i></p>
	Multi	<p><i>Flexible</i></p> <p><i>Adaptable</i> <i>Intuitive</i> <i>Sociable Agreeable</i> <i>Varied</i> <i>Changeable</i></p>	
		Action oriented Fast	Thinking oriented Analytical

The Dynamic Decision Style Model

Information Use

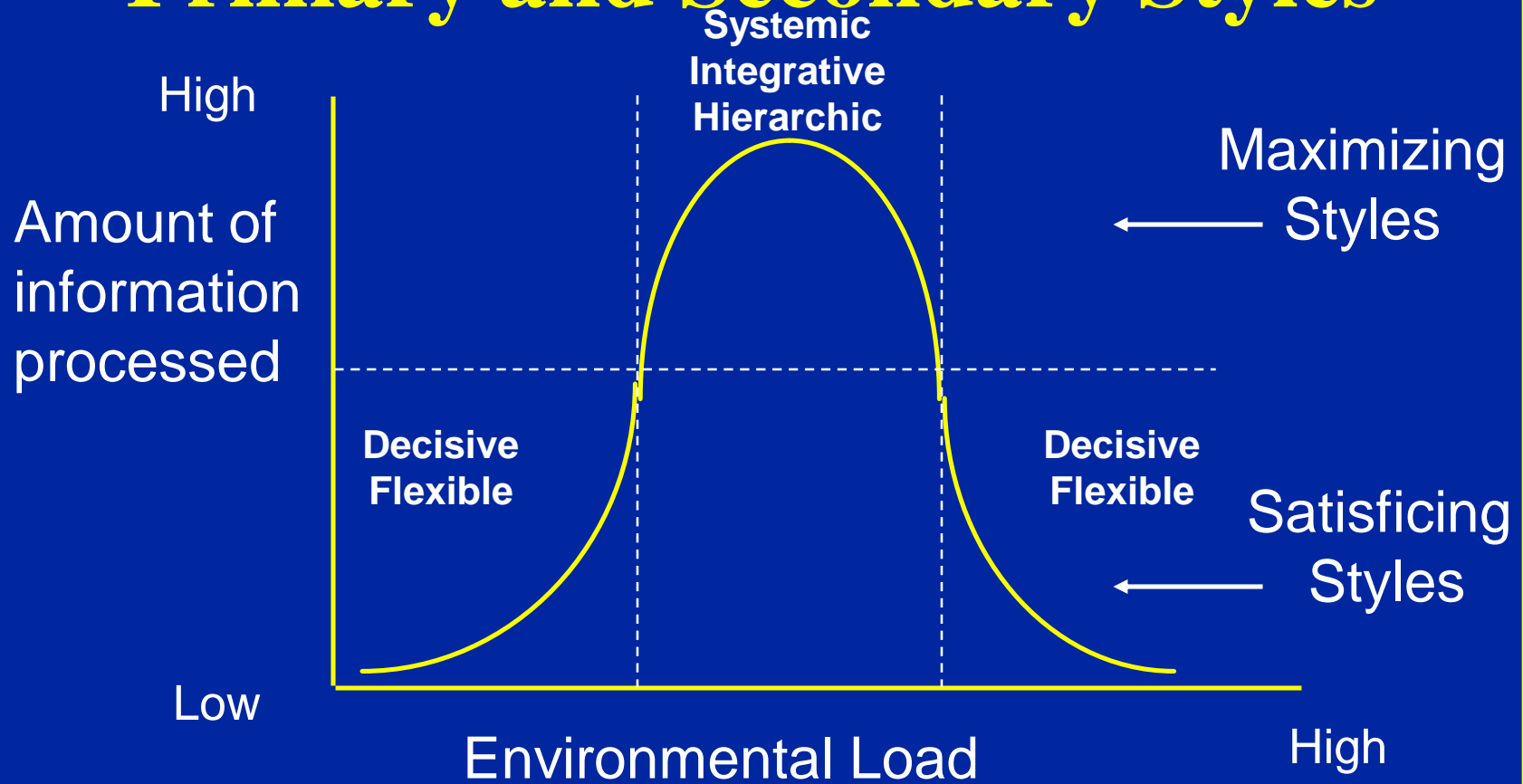
		Satisficer	Maximiser
Focus	Uni Tough Controls environment Persistent	<i>Decisive</i> <i>Candid</i> <i>Loyal</i> <i>Terse</i> <i>Efficient</i> <i>Bottom-Line</i>	<i>Hierarchic</i> <i>Serious</i> <i>Methodological</i> <i>Solid Values</i> <i>Quality Oriented</i> <i>Logical</i> <i>Visionary</i>
	Multi Open Adapts to environment	<i>Flexible</i> <i>Adaptable</i> <i>Intuitive</i> <i>Sociable Agreeable</i> <i>Varied</i> <i>Changeable</i>	<i>Integrative</i> <i>Team Oriented</i> <i>Creative</i> <i>Exploratory</i> <i>Tolerant</i> <i>Diverse Interests</i>
		Action oriented Fast	Thinking oriented Analytical

The Dynamic Decision Style Model

Information Use

		Satisficer		Maximiser
Focus	Uni	<p><i>Decisive</i></p> <p><i>Candid</i> <i>Loyal</i> <i>Terse</i> <i>Efficient</i> <i>Bottom-Line</i></p>	<p><i>Hierarchic</i></p> <p><i>Serious</i> <i>Methodological</i> <i>Solid Values</i> <i>Quality Oriented</i> <i>Logical</i> <i>Visionary</i></p>	<p><i>Systemic</i></p> <p><i>Serious</i> <i>Contemplative</i> <i>Complex</i> <i>Global Thinker</i></p> <p><i>Strategic, over-arching goals</i></p>
	Multi	<p><i>Flexible</i></p> <p><i>Adaptable</i> <i>Intuitive</i> <i>Sociable Agreeable</i> <i>Varied</i> <i>Changeable</i></p>	<p><i>Integrative</i></p> <p><i>Team Oriented</i> <i>Creative</i> <i>Exploratory</i> <i>Tolerant</i> <i>Diverse Interests</i></p>	<p><i>Process & methods</i></p> <p><i>Multiple, prioritized solutions aimed at "Big Picture"</i></p>
		Action oriented Fast		Thinking oriented Analytical

Effects of Environmental Load on Primary and Secondary Styles



Two Faces of Decision Style

□ Role Style

- Styles used when person wishes to create favorable impression or whenever person is self-aware of thinking about how she/he is behaving.

□ Operating Style

- Styles used when person is focusing on a problem or decision and is not self-aware or thinking about how she/he is behaving.

Strength & Weaknesses of Each Style

Decisive

Advantages

Fast, Consistent, Reliable,
Loyal, Orderly, Delegates,
Productive, Persistent

Disadvantages

Rigid, Avoids change, Poor
listener, Short-sighted, Resists
new ideas, Little empathy for
others

Hierarchic

Advantages

Produces high quality, Thorough, Precise
planner, Logical, Follows through,
Accurate, Objective, Inspirational

Disadvantages

Cold, Over controlling, Resist others'
ideas, Argumentative, Rigid,
Too much detail, Does not delegate,
Narrow perspective

Systemic

Advantages

Sees big picture, Thorough,
Original, Sees subtle
connections, Long-range
perspective, Systematic,
Organized, Knowledgeable,
Handles complexity well,
gets others to think

Disadvantages

Slow, Difficult to read, Vague,
Distant, Infrequent communicator,
Arrogant, Uncritical of self,
Hoards information,
Viewed as secretive

Flexible

Advantages

Adapts easily, Fast, Likable,
Entrepreneurial, Humorous,
Agreeable, Good listener,
Comfortable in fluid

Disadvantages

Short term perspective, Lacks
clear plans, Inconsistent, Short
attention span, Unreliable,
Distracting humor

Integrative

Advantages

Good listener, Creative, Empathic,
Team player, Open, Tolerates diversity,
Collaborative, Open to big picture

Disadvantages

Indecisive, Ambiguous communicator,
Misses schedules & deadlines,
Scattered, Slow

Communicating with Different Styles

Decisive Be Punctual, Minimize chit-chat, Get to the point, Be positive and confident, Make clear recommendations Stress bottom-line benefits, Avoid unnecessary detail, Answer questions directly	Hierarchic Do your homework, Use their input, Show your reasoning, Use clear logic, Never “win the debate”, Expect to be corrected, Listen well, Don’t press for quick answers, Allow “mull over time”, Share the credit	Systemic Involve early in problem solving, Stay in touch, Communicate often, Present lots of ideas & info, Stress the big picture, Emphasize multiple benefits, Allow ideas to be modified, Allow lots of “mull over time”, give lots of public credit
Flexible Keep things informal, Keep an open mind, Use humor, Be willing to shift topics, Stress options & choices, Don’t require lengthy commitment, Don’t overkill a topic	Integrative Share info from varied sources, Solicit their ideas, Invite participation, Communicate hunches, Look at positives & negatives, Be willing to modify ideas, Avoid absolutes	