



December 2009

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What is the Decision Leader Review?

This monthly publication brings you current research and information in the area of business decision making. You'll find new concepts and ideas you can put to use immediately to improve the quality and speed of your strategic and tactical decision making activities.

Word count: 989 - Time to Read: 4.5 min.

Decision Making & Behavioral Styles

Last month, we discussed the hidden decision making dangers unique to each DiSC behavioral style, and identified actions you can take to positively influence others' decision making behaviors.

This month is the third in a 3-part series. We'll look at how *your* decision making is influenced by *your* DiSC style and identify strategies to increase effectiveness.

If you have not completed a DiSC survey and you'd like to do so, contact us at 952-595-8000 or email your request to A.Martin@FocusTools.com

Dominant Style

If your primary or secondary style is Dominant, note the bullets below that you relate to:

When involved in a decision, I like to:

- Focus on the logic and information (but without huge detail), discuss the big picture and bottom-line, then close the decision quickly. These are strengths because results are achieved sooner and the probability of goal achievement is high.

If I overuse these behaviors, they weaken my decision making effectiveness because:

- I overlook risks and details that decrease the decision quality. I fail to consider how the decision impacts other people and the decision is then delayed or sabotaged. Others don't support my position due to lack of details; especially 'S' and 'C' styles.

Strategies to increase my decision making effectiveness:

- Be willing to take more time to assess and document decision risks.
- Pay more attention to the people impact of a decision, especially high profile decisions.
- Force myself to discuss some details and document them for others.

Influencing Style

If your primary or secondary style is Influencing, note the bullets below that you relate to:

When involved in a decision, I like to:

- Meet with others and brainstorm ideas, focus on the positive aspects and avoid decision issues which involve interpersonal conflict. These are strengths because many perspectives are considered, benefits are clearly defined and I maintain positive relationships with my colleagues.

If I overuse these behaviors, they weaken my decision making effectiveness because:

- My decisions become emotion-based, at the expense of logic and data. Then, decision quality suffers. I fail to consider the negative consequences (risks) of the decision, resulting in execution problems or decision failure. I delay decisions which involve interpersonal issues and those issues become worse.

Strategies to increase my decision making effectiveness:

- Consider using a logic and data-based decision process, such as Decision Analysis.
- Spend time brainstorming decision risks with my non-high Influencing-style colleagues. With them, identify actions to reduce those risks.
- Recognize when I am involved in a decision delay, due to my preference to avoid interpersonal issues. Remind myself to focus on the business task, and not excessively on the feelings and emotions of the people involved.

Steadiness Style

If your primary or secondary style is Steadiness, note the bullets below that you relate to:

When involved in a decision, I like to:

- Use a logical, factual, step-by-step approach, consider the impact of the decision on others and collaborate with them, but avoid options that have high risk. These are strengths because my decisions are thorough, have long-term stability and strong support from all involved.

If I overuse these behaviors, they weaken my decision making effectiveness because:

- The amount of time taken for the decision process is too long and the business impact is reduced or lost. I get paralyzed because of my over-concern of negatively impacting other people's tasks or relationships with me. I settle for a lower potential payoff in return for higher security and less risk.

Strategies to increase my decision making effectiveness:

- Be willing to discuss and commit to an appropriate time limit for the decision and stick to it.
- Focus more on the business task, and not excessively on how my decision might upset others' tasks or relationships with me.
Be aware that I have this tendency, and evaluate my reactions based on that knowledge.
- Actively seek definition of high risk areas and objectively assess probability and seriousness of those decision risks.

Conscientiousness Style

If your primary or secondary style is Conscientiousness, note the bullets below that you relate to:

When involved in a decision, I like to:

- Do the research, gather data, test the options, focus on "what-if" scenarios and conduct the tasks in a formal, straight-forward, business-like manner. These are strengths because they lead to early assessment of risks, a focus on tasks (without wasting time on small talk and social activities) and ultimately, a high quality choice.

If I overuse these behaviors, they weaken my decision making effectiveness because:

- I get bogged down thinking about the consequences of being wrong. The amount of time taken for the analysis becomes too long and the business impact is lost or reduced. I alienate the 'I' and 'S' style people within my decision team. Their lack of engagement then negatively impacts my decision quality.

Strategies to increase my decision making effectiveness:

- Be willing to discuss and commit to an appropriate time limit for the decision and stick to it.
- Discuss my decision risks with others, to gain reassurances or expert opinions on those issues.
- Engage in having some fun during my decision meetings. Recognize my tendency to exhibit too much reserved and formal behavior. Force myself to engage those I's and S's in some social or small talk.

The Idea in Action

1. Review the statements above for both your primary *and* secondary DiSC style.
 2. Identify at least 1 item from the "Strategies" sections that connect with you.
 3. Execute this strategy during your next decision recommendation project.
 4. Discuss this with a trusted colleague and ask them to hold you accountable for this action.
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News

If you are involved in a decision recommendation project, and you would like to understand how your team's collective DiSC style impacts your decision process and results, please contact us.



Quote of the Month

"Everyone thinks of changing the world, but no one thinks of changing himself."

- Leo Tolstoy
