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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: 967 - Time to Read: 4 min.

Decision Making & Behavioral Styles

For the past few months we've focused on the elements that define decision quality and the leader's role in achieving decision quality. In this new series, we explore how decision making is influenced by personal behavioral styles, from both an individual and a group perspective.

When faced with an important decision, which of the following 4 comments sounds most like you?

"I rely on my instincts to see the best choice quickly and take action. I'm not afraid to take risks, and am usually right in my decisions. I get the results needed sooner rather than later."

"I like to get people together and discuss all the possibilities. I like to talk about the exciting aspects of the decision choices. That way we can enthusiastically support the decision and move forward with it."

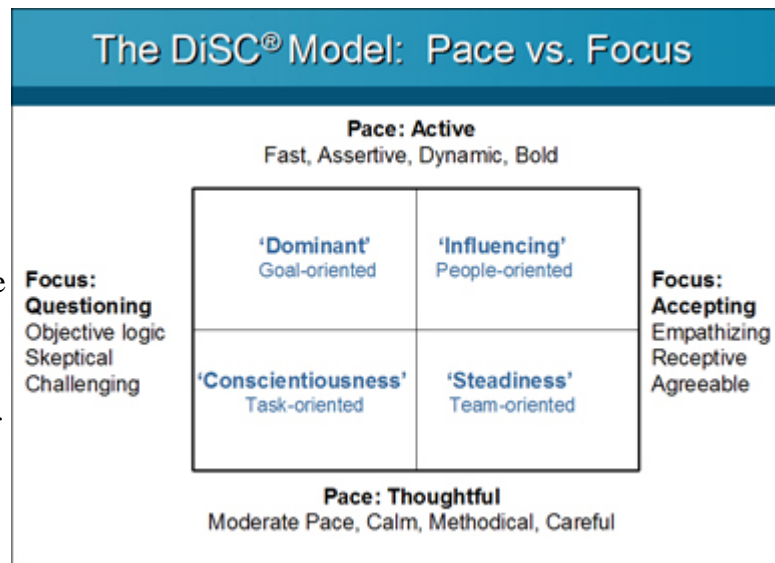
"I believe the team approach is best - where we can set objectives, discuss alternatives, and get buy-in from everyone. I like to understand not only the benefits, but also the risks of making the wrong decision. I don't like conflict or confusion when making a decision."

"I consider all aspects of the decision, analyze the information, consider several possible actions, then select the right course of action. I rely on research and data as the foundation, so the conclusion is fact-based and correct."

These responses define 4 distinct approaches to decision making - driven by the 4 primary style preferences as defined by the DiSC® model of human behavior.

DiSC is one of many models designed to help people become more effective through a deeper understanding of behavioral styles.

Whether you speak the "language" of DiSC or a different model of behavior, you'll notice a correlation between behavioral style characteristics and decision making tendencies.



Let's look at the responses above from the DiSC perspective.

"I rely on my instincts to see the best choice quickly and take action. I'm not afraid to take risks, and am usually right in my decisions. I get the results needed sooner rather than later."

This approach correlates to the "D" (Dominant) behavioral style person, who is motivated by a constant drive for direct results. The D style person is:

- o ACTIVE, fast pace.
- o QUESTIONING, logic-based focus.

When it comes to decision making, people with high "D" energy value:

- Quick, decisive, independent decision processes that lead to closure.
- Big picture view, with just enough detail to provide the logic.
- Seeing the goal and bottom line result, assessing the short-term impact.
- Acceptance of higher risks than others, believing the potential for big payoffs justify the risks.

"I like to get people together and discuss all the possibilities. I like to talk about the exciting aspects of the decision choices. That way we can enthusiastically support the decision and move forward with it."

This approach correlates to the "i" (Influencing) behavioral style person, who is motivated by interacting with multiple people to persuade them throughout the decision process. The i style person is:

- o ACTIVE, fast paced.
- o ACCEPTING, receptive-based focus.

When it comes to decision making, people with high "i" energy value:

- A "people approach" to decisions. They like to organize meetings to involve others in the process and brainstorm several possible options and alternatives.

- Making a decision even if all the information has not been collected or analyzed.
- Hearing about others' support for their decision goals and choices.
- Optimism about risks and the ability to achieve positive decision outcomes.

"I believe the team approach is best - where we can set objectives, discuss alternatives, and get buy-in from everyone. I like to understand not only the benefits, but also the risks of making the wrong decision. I don't like conflict or confusion when making a decision."

This approach correlates to the "S" (Steadiness) behavioral style person, who is motivated by finding a good solution that preserves the stability and security of both tasks and relationships. The S style person is:

- THOUGHTFUL, moderate paced.
- ACCEPTING, receptive-based focus.

When it comes to decision making, people with high "S" energy value:

- A structured approach, taking time to think things through.
- Advice and input from others, especially in complex decision situations.
- Collaborating with others throughout the decision process.
- Higher security or less risk, sometimes in exchange for a lower payoff.

"I consider all aspects of the decision, analyze the information, consider several possible actions, then select the right course of action. I rely on research and data as the foundation, so the conclusion is fact-based and correct."

This approach correlates to the "C" (Conscientiousness) behavioral style person, who is motivated to seek an optimal solution or decision, not just a good one. The C style person is:

- THOUGHTFUL, moderate paced.
- QUESTIONING, logic-based focus.

When it comes to decision making, people with high "C" energy value:

- An analytical, careful, systematic approach.
- Information-gathering and analysis of all factors, options and risks of a decision.
- Expert opinions to manage risks or avoid a wrong decision.

Enough time to gather and research what they believe is all the necessary data.

The Idea in Practice

Think of a person you frequently work with in decision situations. Which style characteristics does he/she exhibit? How does that influence the way decisions are approached?

Next month is part two of this three part series on personal styles and decision making, where we look at the hidden traps that limit the decision making effectiveness of each style.

News



Decision Focus 7.0 Software - Now Available

Decision Focus 7.0 comes with powerful new features to help you handle complex problems and decision situations with ease. These include linking and attachment capabilities, new graphical tools, "one-click" management summaries and reports, and more. [Learn more...](#)

Quote of the Month

"Stay committed to your decisions, but stay flexible in your approach"

-Tom Robbins
