

Why Do Managers Make Poor Decisions?

Is your business losing traction because of problems and failures caused by poor decision making? Many managers find that instead of focusing on innovation and growth, they become buried in investigations, root cause analysis and problem resolution. The costs of poor decisions can be huge, yet we often fail to manage the factors that derail many crucial judgments.

Below are the most common mistakes we observe in business professionals when making important decisions:

1. **Addressing the wrong decision objective** - failing to solve the right problem because the chosen framework causes you to ignore key objectives or criteria.
2. **Shooting from the hip** - relying too much on intuition and gut feel, and ignoring the need to analyze decision factors systematically.
3. **Lack of clarity around decision criteria** - failing to agree on both the required and desired aspects of the decision, and where the boundaries lie.
4. **Overconfidence** - over reliance on a past record of good decision making causes you to make (or miss) key assumptions, or accept opinions as facts.
5. **Leaving the decision unprotected** - making the decision blindly eg. failing to forecast and eliminate obstacles which will compromise the success of the decision.
6. **Falling into the groupthink trap** - where group pressure for agreement stifles the objective appraisal of alternative courses of action.
7. **Over reliance on intelligence** - assuming that a group of intelligent and talented people will collaborate effectively without a structure or process to guide them.
8. **Failing to learn from the past** - making the same errors in judgment because no records of the thinking and analysis of past decisions are available.

During the past 25 years, we've worked with managers at all levels - helping them tackle difficult problems and make sound judgments about the decisions they make. Making consistently good decisions can be hard work, but it doesn't have to be that way. **Poor decisions are often caused by factors that are not only controllable, but easy to correct given the right tools.**

Thousands of people rely on Decision Focus® to help them unravel complex situations, make solid decisions, and get them implemented on time and on target. The Decision Focus model is a systematic, repeatable and fact based method to ensure critical thought and analysis.

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