



TriMetrix®HD Intuitive Decision Making

Intuitive Decision Making:

The ability to accurately compile intuitive perceptions about a situation into a decision or action; the ability to be 'intuitional' as opposed to intellectual in decision making, and to be effective in doing it.

Why is this skill important?

Not every decision that you need to make can be neatly categorized, and in many cases, you don't have the time or ability to research the issue as much as you would prefer. Because situations like this have so many unknown factors, solutions may be hard to develop or imperfect by nature. Intuitive Decision Making may mean taking calculated risks or choosing the "lesser of two evils."

Good Intuitive Decision Making requires that you understand your business and its priorities, comprehend and effectively use whatever facts and data are available, and have respect for the interests and concerns of other people. Making a sound, intuitive judgment means that you maximize positive outcomes while minimizing negative effects, regardless of how much time or information you have to make a decision.

An essential part of becoming a good Intuitive Decision Maker is paying attention all the time. If you are an attentive, observant person, you will be much more likely to:

- Observe people's unique reactions to difficult situations.
- Understand complex dynamics among work groups or teams.
- Anticipate problem situations before they happen.
- Be able to control your own emotional and intellectual reaction to problems.

People who have good capabilities in Intuitive Decision Making are typically comfortable making decisions on their feet, without having to study a situation or requiring logical data to examine. In contrast, people who have poorly developed Intuitive Decision Making skills are not comfortable making any decisions until they have had sufficient information and time to analyze each situation separately.

As you can imagine, good Intuitive Decision Making requires a good deal of understanding of people and the outside world, and the ability to visualize the whole picture in a mental scenario. People who have strong Intuitive Decision Making skills are typically observant, creative, and confident, and they are willing to take the risks inherent in making decisions under pressure.

What are skills associated with Intuitive Decision Making?

Someone who has mastered skills associated with Intuitive Decision Making:

- Analyzes and understands available data and input, and their roles in decision-making.
- Is able to make controversial, difficult, or unpopular decisions.
- Makes decisions in a timely manner.
- Understands the consequences of decisions.
- Is willing to be accountable for outcomes of decisions and reactions of others to decisions.
- Explains the rationale for decisions when circumstances demand it.
- Does not retreat from decisions that are necessary but difficult.
- Makes decisions with strategic outcomes in mind, regardless of personal ramifications

How do you develop your own skills in Intuitive Decision Making?

- Try to look at decisions as opportunities for making positive change.
- Don't prejudge others based on how they look, act, or anything else. If your "intuition" about those people is wrong, you will have lost a customer, a supplier, an employee, or a friend.
- Don't be too positive OR too negative. If you are looking at the world through rose-colored glasses, you may miss obvious negatives; in contrast, if you are looking for the worst in someone or something, you won't see the positives. In short, you find what you look for.
- Pay attention!! Tune into other people, notice details about every situation you are in, and don't rush to judgment before you are ready to.
- Practice pairing your intuitive response with your observations about the "real world"—how similar and/or different are they?
- Don't spend too much time on information gathering.
- DO research each problem as thoroughly and intelligently as you can in the time allowed, but prioritize the most important issues to the problem and spend most of your research time and effort on them.
- Practice asking questions. The more questions you ask—intelligently—the more people will open up to you, discuss their problems and solutions, and give you insight into their perspective.
- If you are uncomfortable about making decisions in key areas, look to others in your organization who are skilled at making difficult or risky decisions. Ask for their advice, and observe how they handle real-life situations. Try to apply their skills to your decision-making process.

- Even if you are under time pressure, evaluate the solutions you have identified based on relevant criteria. How well does each option address the issue at hand? What resources does each option require to be successful? Which options can be completed within the relevant timeframe? Is each option a realistic, workable solution?
- Break down problems into smaller parts, and delegate tasks out to subordinates or team members. Then, concentrate your efforts on decisions that only you can make.
- Don't be impulsive. Even if you need to make a decision quickly, don't let your emotions or a deadline prevent you from making a careful analysis of the problem.
- Don't procrastinate. If you have a tendency to wait until the last minute to make decisions, develop a plan for analyzing and evaluating solutions to the problem in advance.
- If a course of action is unclear and you cannot make a truly informed decision, choose what seems to be the best solution and implement it temporarily. The temporary solution may work well, or it may help you determine an alternate course of action.
- If you make an erroneous decision, be willing to improve it or take corrective action to solve the problem in a more effective manner.
- Be educated about the consequences of your decisions. Try to determine how your decision affects others, the budget, the goal of the program or company, and even people outside the organization, such as clients or suppliers.
- Take responsibility for the decision-making process. Accept the consequences of decisions you choose to make (or are forced to make), and be willing to defend your rationale for the option you choose.
- Use trusted peers or a mentor as reality checks. Ask for their perceptions of how you handled specific situations and find out what they think about your ability to make good intuitive decisions.

Intuitive Decision Making

Activities

Activity 1: Reviewing a Difficult Decision

Think about a difficult problem you recently faced. List the obstacles you came across in the process of Intuitive Decision Making, and try to determine how you could have made the decision-making process easier and/or more informed.

1. What was the problem?

2. What decision did you make?

3. Did you have alternate possible decisions that you didn't choose?

4. What additional information could have helped you make a better decision?

5. What were you afraid of when you made your decision?

6. Whom did your decision affect?

7. Who could have helped you gather information and/or perspective on the decision you had to make?

8. Did you wait until the last minute to make your decision? How early could you have started working on the problem?

9. Were you emotional when you made your decision? Could you have "bought time" to calm down and make a more rational decision?

10. What was your immediate response to the problem? What did your gut instinct tell you?

11. How different was your final solution to the problem from your initial "gut instinct" solution?

Activity 2: Intuitive Decision Making Role Models

We all know people who just seem to be in command of every situation, almost as if it is effortless for them. Most likely, these people are very perceptive, efficient, intelligent, and have excellent Intuitive Decision Making skills. Think for a few minutes about co-workers, friends, supervisors, subordinates, etc.

1. List three people whom you think are excellent decision makers.

A. _____

B. _____

C. _____

2. Describe how each person handles difficult situations. (Give a few characteristics or describe an example situation.)

A. Name: _____

Situation

B. Name: _____

Situation

C. Name: _____

Situation

3. Why do you think each person is good at Intuitive Decision Making?

Person #1:

Person #2:

Person #3:

4. Do you think each of these people "practices" intuition, or do you think they are naturally more perceptive?

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