

# **The Dynamics of Decision-Making Styles**

Decision Dynamics Europe

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# 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

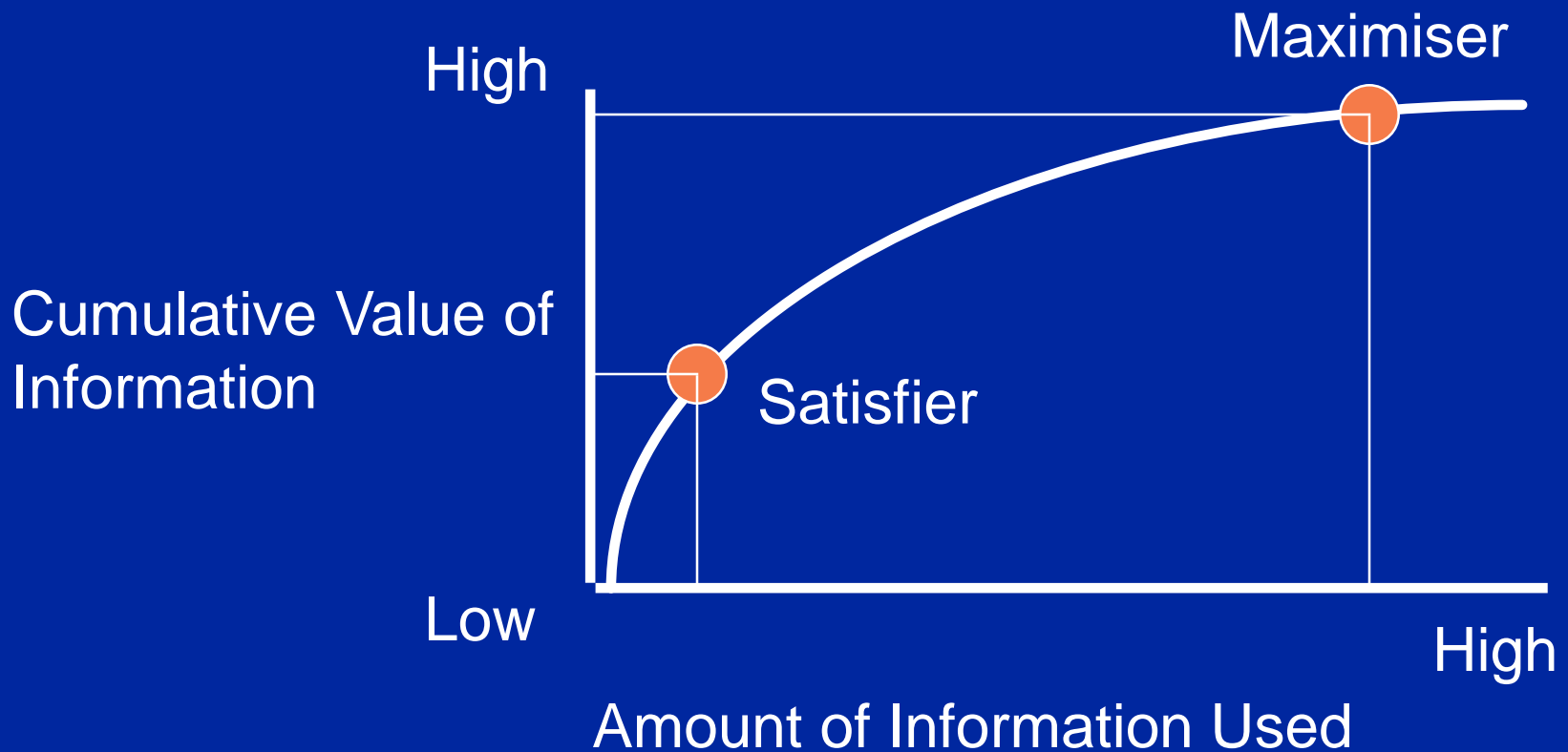
## ■ Information Use

- 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.

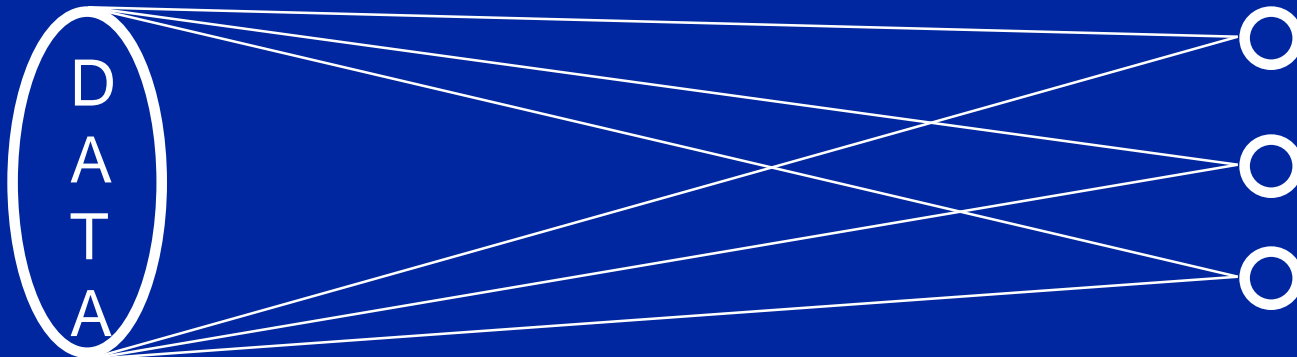
# Information Use



# Solution Focus



Uni-Focused



Multi-Focused

# The Dynamic Decision Style Model

Information Use

Satisficer

Maximiser

Tough  
Controls  
environment  
Persistent

Uni

Focus

Multi

Open  
Adapts to  
environment


Action oriented  
Fast

Thinking oriented  
Analytical

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*Candid*  
*Loyal*  
*Terse*  
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*Adaptable*  
*Intuitive*  
*Sociable Agreeable*  
*Varied*  
*Changeable*

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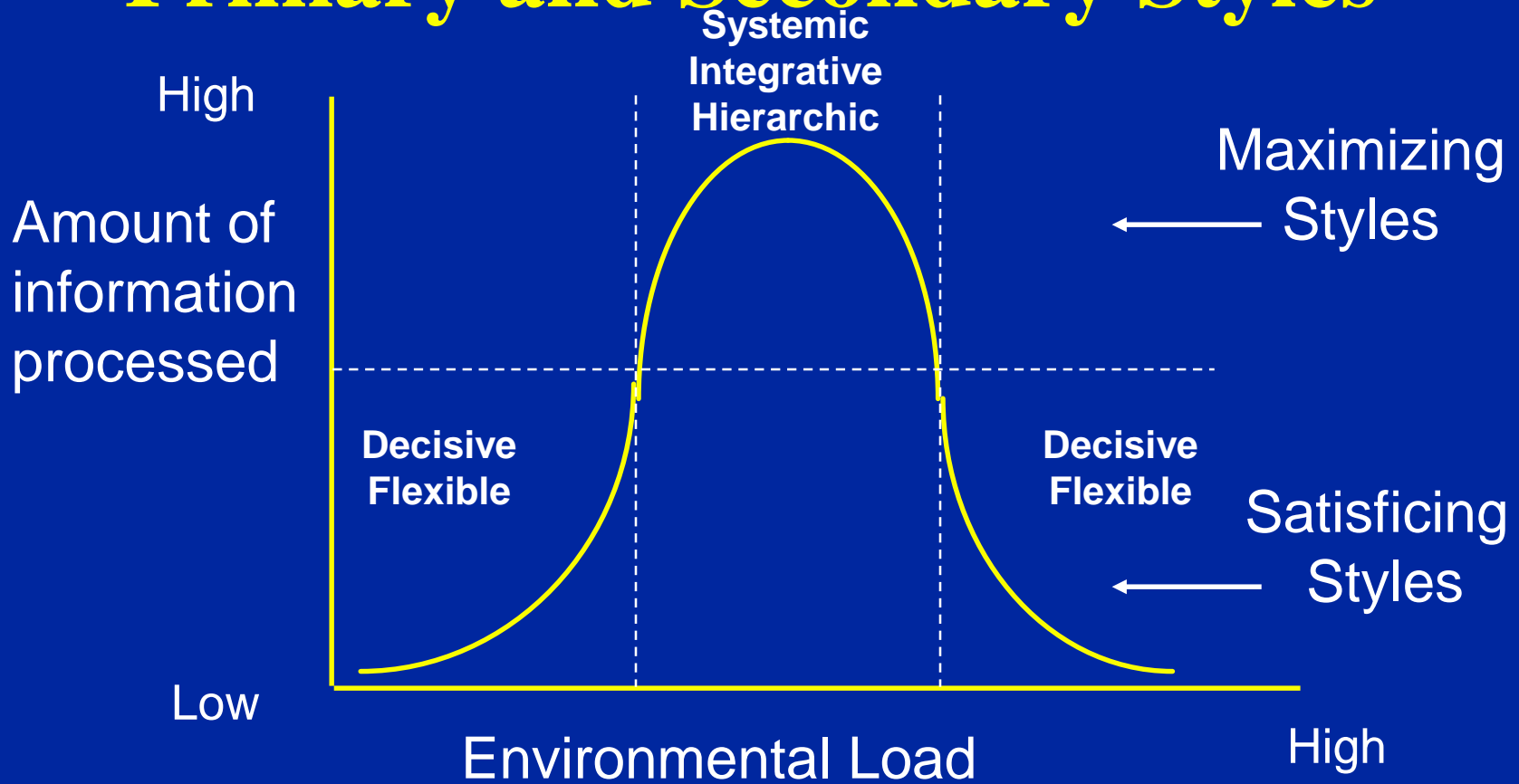


# The Dynamic Decision Style Model

## 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 &amp; 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

<b>Decisive</b>  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	<b>Hierarchic</b>  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	<b>Systemic</b>  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
<b>Flexible</b>  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	<b>Integrative</b>  Share info from varied sources, Solicit their ideas, Invite participation, Communicate hunches, Look at positives & negatives, Be willing to modify ideas, Avoid absolutes	