

# DECISIONS! —DECISIONS! —DECISIONS!

**GOAL:** To identify decision-making processes and approaches when making final leadership decisions.

Decisions, as a human activity, are inescapable. It is a major everyday function of leadership—and may become more complex and consequential as artificial intelligence (AI) expands! The power related to decisions can make or break any situation, cause a change in attention, ignore or enhance a specific need, and/or change the course of life for better or worse outcomes. Because the mind is a busy place of many constant decisions, a decision-making process *system* is needed to calm the unnecessary mental noise and the desire to procrastinate---procrastinate---procrastinate during the decision-making process.

Take the necessary time to think carefully about options and consequences related to each final decision—because there could be a significant tradeoff(s) or compromise(s) related to the final decision. The tradeoff(s) or compromise(s) might require a change in a leadership approach or cause a different or unexpected outcome of another situation or happening.

## Considerations When Making Decisions:

Does the final decision assist in the movement toward a goal(s)? Careful--Make a wrong final decision and the movement toward success, safety, compliance, and commitment to an organization's rules, regulations, and requirements might be compromised!

When final decisions occur, the direction of the choice could result in life-changing outcomes for yourself and others. Therefore, now is the time to learn leadership techniques of decision-making that make life worth living, worth sharing, and result in positive outcomes for yourself and others. It is time to align and trust final decisions to be in the realm of clarity (instead of chaos) that support established philosophical or religious beliefs and personal worthwhile goals.

## **Pareto Principle:**

The Pareto Principle (80/20 rule or concept) is a general concept of percentage distribution that was named after Vilfredo Pareto. Pareto noted that 20% of the population owned 80% of the wealth, *supporting the general fact that most things in life are not equally distributed*. The 80/20 concept of distribution can vary and is not a strict mathematical formula. However, the derived concept says that 20% of a leader's constituents are responsible for 80% of the intended positive happenings/outcomes/goal attainment.

The 80-20 rule or concept (as it is usually known) can be used to maximize organizational efficiency and successes. The rule or concept considers that 20% of an organization's employees make decisions that determine 80% of the organization's positive results and outcomes.

*In economic terms, as a leader making decisions for an organization, it is best to make more decision-making effort regarding the 20% of the organization's employees who (by their organizational role) are expected to produce positive organizational results for the other 80% constituents of the organization. (One profound example is the educator's role in teaching students in a course of study.)*

## **PRACTICAL APPROACHES FOR DECISION DETERMINATION**

### **Outcome Approach:**

Select 3 or 4 timeframes to which a decision's desired outcome can be measured—day, month, year(s), lifetime, or before a certain event.

*What do you wish to accomplish by each timeframe because of your decision?*

*What problems do you expect to encounter as you endeavor to accomplish the outcome of your decision?*

## **Sharing Personal Information Approach:**

Explore the decision of sharing personal information very carefully! Sharing personal information can sometimes be a bonding experience, or not. Self-disclosure denotes trust in others and often has become a binding experience that has lasted a lifetime. Deciding to share information about another person, however, without permission from that person, is usually known as *Invasion of Privacy* and/or *Publication of Private Facts*.

Other language terms (often legal terms) for the decision to share personal information are known as:

PII: Sharing of Personal Identifiable Information.

Breach of Confidentiality: Sharing private details about another person with confidence.

Doxxing: Searching for or identifying another person's personal information.

Appropriation of Likeness: Using another person's name for an unauthorized purpose.

Malicious Intent: Intending to deliberately cause harm, injury, or damage to another person, entity, or property without legal justification or excuse.

## **Listening to Your Conscience Approach:**

Listening to your feelings of right and wrong and then acting accordingly is a sign of a great leader! It is calling upon the knowledge of goodness to make decisions.

Whatever your reason for making a specific final decision using your conscience, it has been proven that kindness, helpfulness, and consideration for the welfare of others are the most rewarding decisions. To be remembered for good behavior toward others is far-reaching and a better decision than other cruel and self-serving behaviors. Listening carefully to that small internal voice that identifies common sense is often the key to good final decisions.

## **Delegation of Decision-Making Approach:**

A "true-blue" leader knows when, what, and to whom delegation of specific responsibilities is to be given. Such relinquishing of decision-making power in the delegation process of decision-making by the leader is a calculated decision. Through the watchful eye of an astute leader, a carefully determined employee can learn and grow to become an effective and accurate decision-maker. The reason for

the need for delegation of selected decision-making responsibility is that the time constraints of a leader, as with any human being, are limited as to available time and effort. Information and perspective related to appropriate decisions can often be enhanced by allowing capable others to appropriately participate in making selected decisions.

An elevated organizational title of importance for an employee can sometimes increase the employee's pressure regarding decision-making accuracy and the desire for personal success. It is an opportunity for organizational and personal growth when the new decision-maker can make appropriate decisions and positive contributions that obviously enhance organizational stability and growth.

Some of the most profound activities of a leader for decision-making involve the senses of thinking, listening, and watching behaviors. In its totality, this encourages an "awakening" of the leader's decision-making mind. By weaving together all the input of ideas through listening to comments and observing behaviors, the leader develops an integrated picture of needed and appropriate decisions that make for organizational success. This integrated, sometimes complicated picture of activities often becomes the effective decision-making foundation and dynamic tool related to a leader's successful final decisions and their implementation.

## **USING GROUPS TO MAKE DECISIONS**

There are advantages and disadvantages when using groups to make decisions. Advantages include bringing different individual skills and experiences into the decision-making process. Often, with leadership guidance, these various group skills and experiences result in better decisions—known in literature as *process gain*.

## **IN CLOSING**

The position of leadership offers latitude to make small to big decisions. These decisions can be so dynamic that they can make life-changing alterations and, in some cases, life and death for other people. Conversely, some decisions are small, simple, and gentle. Such as---

My daily small, simple, and gentle early morning decision is to allow my cat to lie her head on my arm if I am awake or sleep in bed. She purrs loudly to invite me to pet

her head. I ignore the sharp claw that digs into my arm. My overall decision— Just smile at her and *comply with the purring request and ignore the germ theory. After all, every decision has its potential for a good or bad outcome(s).*

As a leader, always remember the responsibility to make decisions that represent fairness, courteous behavior, and sustain the concepts of responsible leadership. Responsible leadership decisions can warm the heart and soothe the sometimes-harsh decisions of life. Let us always remember how important it is for the human spirit to contemplate and make leadership personal decisions of contemplated intelligence, worthwhile purpose, and a sense of kindness. Such decision-making ability enhances the intended positive meaning of life!

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