

DECISION QUALITY

Definition: Making good and _____ decisions that keep the organization moving _____.

Skilled Behaviors

- Makes sound decisions, even in the absence of complete information.
- Relies on a mixture of analysis, wisdom, experience, and judgment when making decisions.
- Considers all relevant factors and uses appropriate decision-making criteria and principles.
- Recognizes when a quick 80% solution will suffice.

Less Skilled Behaviors

- Approaches decisions haphazardly or delays decision making.
- Makes decisions based on incomplete data or inaccurate assumptions.
- Ignores different points of view or makes decisions that impact short-term results at the expense of longer-term goals.

Common Traps

- Relying Too Heavily on Past Experiences: assuming that what worked before will work again, even in different contexts.
- Making Decisions Too Quickly (or Too Slowly).
- Overvaluing Intuition Without Supporting Data.
- Failing to Involve Key Stakeholders.
- Chasing Perfection (Analysis Paralysis): overanalyzing and delaying decisions, waiting for perfect information that may never come.

Common Biases

- Confirmation Bias: favoring information that supports your existing beliefs and ignoring contradictory data.
- Frequency Bias: more likely to believe something you hear or see repeatedly over time.
- Recency Bias: what you've learned most recently carries more weight.
- Negative Bias: stored negative emotional memories of similar situations or people cloud your judgment.

- Attachment Bias: holding on to a status quo you helped shape.
- Personal Bias: we become close to the people around us, making it more difficult to see and make a change when it is needed.

Self-Assessment

Instructions:

Rate yourself on the following statements using the scale below: 1 = Rarely, 2 = Sometimes, 3 = Often, 4 = Consistently

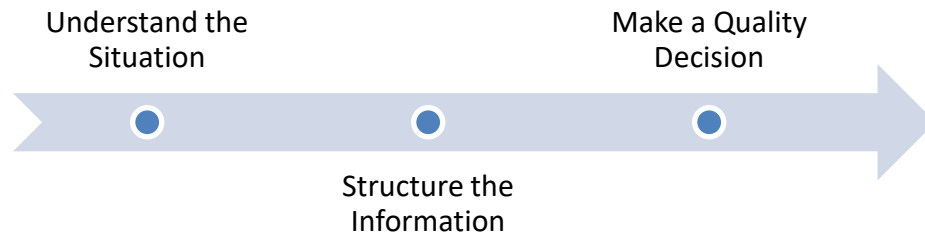
- _____ I gather relevant data before making important decisions.
- _____ I balance speed and thoroughness when making decisions.
- _____ I anticipate risks and consider unintended consequences.
- _____ I communicate decisions clearly and explain the rationale.
- _____ I adjust my decisions when new information becomes available.

Which of the following traps and biases do you tend to fall into? (pick one or two per category)

- ☐ Relying Too Heavily on Past Experiences: assuming that what worked before will work again, even in different contexts.
- ☐ Making Decisions Too Quickly (or Too Slowly)
- ☐ Overvaluing Intuition Without Supporting Data
- ☐ Failing to Involve Key Stakeholders
- ☐ Chasing Perfection (Analysis Paralysis): overanalyzing and delaying decisions, waiting for perfect information that may never come.
- ☐ Confirmation Bias: favoring information that supports your existing beliefs and ignoring contradictory data.
- ☐ Frequency Bias: more likely to believe something you hear or see repeatedly over time.
- ☐ Recency Bias: what you've learned most recently carries more weight.
- ☐ Negative Bias: stored negative emotional memories of similar situations or people cloud your judgment.
- ☐ Attachment Bias: holding on to a status quo you helped shape.

Reflection:

The Process



Part 1: Understand the Situation

Define the _____.

Define _____.

Gather Relevant _____.

Ask Better _____.

Drill Down to _____.

Part 2: Structure the Information

Focus on What _____

Map _____

Surface Decision _____

Generate _____

Evaluate Options: Weighted Criteria _____

Evaluate Options: ICE (Impact, Confidence, Ease)

Part 2: Make a Quality Decision

Identify Potential _____

Apply the _____ Rule

Make the Decision

Invite Open _____ **and Opposing** _____

Takeaways

About Mark

Mark Kenny helps teams collaborate in ways they never have before—so decisions stick, execution follows, and real change takes hold.

A former software company founder, Mark saw how organizations often try to solve collaboration issues with tools and systems—instead of through people. Today, he speaks, facilitates retreats, and works as a team coach and strategic advisor to executive teams, guiding them through a practical, people-first approach he calls The Uncommon Collaboration Framework.

Mark's conversational, grounded style delivers real-world strategies leaders can use right away to bridge divides, re-energize teams, and drive lasting alignment and change. Mark is also an author focused on teamwork and collaboration, father of four grown children, and a former high school girls basketball coach.

Exhibit: Asking Better Questions

1. Start with Broad, Open-Ended Questions

- Encourage people to **describe the situation in their own words** before narrowing down.
- Turn closed questions into open-ended questions.
- **Examples:**
 - *"What's going on here?"*
 - *"How would you explain this challenge to someone unfamiliar with it?"*
 - *"What do you think is the real issue at play?"*

2. Clarify Assumptions

- People often assume certain factors are **true without questioning them**.
- **Examples:**
 - *"What assumptions are we making about this situation?"*
 - *"If we couldn't approach this problem the way we originally planned, what would we do instead?"*
 - *"What might we be missing?"*

3. Ask About Stakeholder Perspectives

- Complex situations often have **multiple perspectives** that need to be considered.
- **Examples:**
 - *"Who else is affected by this situation?"*
 - *"How would different stakeholders describe the problem?"*
 - *"What tensions or competing priorities exist?"*

4. Separate Symptoms from Causes

- Encourage people to **differentiate between what they're experiencing and what's driving it**.
- **Examples:**
 - *"Are we solving the right problem, or just reacting to symptoms?"*

- *"What's happening versus what's causing it?"*
- *"If we removed this one obstacle, would the problem still exist?"*

5. Explore Alternative Views

- Broaden the conversation by **challenging conventional thinking**.
- **Examples:**
 - *"How would an outsider or competitor approach this?"*
 - *"What if we had to solve this with half the resources?"*
 - *"What if we had to start over—how would we design the solution from scratch?"*

6. Look for Patterns & Trends

- Complex situations are rarely **one-off events**—they often follow patterns.
- **Examples:**
 - *"Have we seen this problem before? How was it handled?"*
 - *"Is this part of a larger trend or systemic issue?"*
 - *"What does historical data tell us?"*

7. Focus on What's Within Control

- Help teams **distinguish between what they can influence and what they can't**.
- **Examples:**
 - *"What factors are within our control?"*
 - *"What constraints do we have to work within?"*
 - *"Where can we take action right now?"*