

Decision Maker

Dennis Bakke

The Adaptive Decision Maker John W. Payne, James R. Bettman, Eric J. Johnson, 1993-05-28 Demonstrates how decision makers balance effort and accuracy considerations and predict the particular choice of strategy.

The Dynamic Decision Maker Michael J. Driver, Kenneth R. Brousseau, Phillip L. Hunsaker, 1998 The insights offered in this book are intended to guarantee the reader a more successful career. It is written especially for managers and executives whose jobs require managing people successfully, but it is also written for anyone who must make decisions that involve other people. The authors discuss the decision styles and habits that people form and how to change decision-making habits where necessary. The models and techniques for decision making presented here have been used throughout the world in all kinds of businesses and government agencies. Decision style concepts can benefit anyone, from a new management trainee or MBA student to the CEO of a large firm.

The Decision Maker Dennis Bakke, 2013-03-05 Who makes the important decisions in your organization? Strategy, product development, budgeting, compensation—such key decisions typically are made by company leaders. That's what bosses are for, right? But maybe the boss isn't the best person to make the call. That's the conclusion Dennis Bakke came to, and he used it to build AES into a Fortune 200 global power company with 27,000 people in 27 countries. He used it again to create Imagine Schools, the largest non-profit charter-school network in the U.S. As a student at Harvard Business School, Bakke made hundreds of decisions using the case-study method. He realized two things: decision-making is the best way to develop people; and that shouldn't stop at business school. So Bakke spread decision-making throughout his organizations, fully engaging people at all levels. Today, Bakke has given thousands of people the freedom and responsibility to make decisions that matter. In *The Decision Maker*, a leadership fable loosely based on Bakke's experience, the New York Times bestselling author shows us how giving decisions to the people closest to the action can transform any organization. The idea is simple. The results are powerful. When leaders put real control into the hands of their people, they tap incalculable potential. *The Decision Maker*, destined to be a business classic, holds the key to unlocking the potential of every person in your organization.

The Practical Decision Maker Thomas R. Harvey, Sharon M. Corkrum, Shari L. Fox, David C. Gustafson, Deanna K. Keuilian, 2022-07-11 *The Practical Decision Maker* identifies six steps essential to strong decision-making. Mind-set, problem definition, solution criteria, possible solutions, solution choice, and implementation are depicted along with concrete examples of each. 53 structuring devices are included to help readers move through each step of the decision-making process.

The Decision Maker's Playbook Simon Mueller, Julia Dhar, 2019-09-09 *The Decision Maker's Playbook* is an easy-to-use, "how-to" toolkit to improve managers' decision making, using visualisations, relevant examples and actionable checklists that cater to its main target group: analytically interested, busy managers and entrepreneurs. *The Decision Maker's Playbook* will help readers navigate a complex world. Along the four chapters of the books, it will help you in: 1. Collective Evidence 2. Connecting the Dots 3. Crafting the Approach 4. Complete the Mission *The Decision Maker's Playbook* is your personal toolbox to help you make better decisions. It offers practical advice to help you understand, analyse and shape your world. As simplified representations of reality, the models portrayed in this book allow us to see patterns, identify relationships, and view the world from different vantage points. They help us understand and break up complex phenomena into tractable pieces. From Unknown unknowns over Fat Tails to Counterfactuals, this book will make lesser known but highly relevant models available for immediate use – in a visual way, supported by applicable case studies and without jargon.

How to Be a Better Decision Maker Alan Barker, 1996 This text offers step-by-step guidance on decision-making topics. Subjects covered include: ensuring individual decisions are part of a larger strategy; getting the timing right by avoiding leaping to early decisions and deciding too late; and measuring the success of the decision.

The Practical Decision Maker Thomas R. Harvey, William Bearley, Sharon M. Corkrum, 2002

Decision and Decision-maker in an Industrial Environment Lamia Berrah, Vincent Clivillé, 2023-08-29 *Decision and Decision-maker in an Industrial Environment* developed around the observation that two different decision-makers, faced with the same problem, may not make the same decision. The book proposes explanations for this, ranging from the wholly rational to the irrational, and analyzes different factors in decision-making, such as the intention of the decision-maker, the environment in which their decision is made or the process leading to decision-making. While the common belief is that everything in an industrial environment stems from reasoned decisions, analysis of common practice shows that this is not always the case. This book offers an original perspective by presenting the decision making mechanism from the point of view of the decision maker and their handling of a specific decision-making problem. To learn more about the decision-maker's motivations when faced with these situations, the authors provide a review of the history of decisionmaking and the major trends in decision-making theory. The concepts and methods are presented with illustrations based on the use of an MES, an industrial management software package.

A Primer on Decision Making James G. March, 1994-05-23 Building on lecture notes from his acclaimed course at Stanford University, James March provides a brilliant introduction to decision making, a central human activity fundamental to individual, group, organizational, and societal life. March draws on research from all the disciplines of social and behavioral science to show decision making in its broadest context. By emphasizing how decisions are actually made -- as opposed to how they should be made -- he enables those involved in the process to understand it both as observers and as participants. March sheds new light on the decision-making process by delineating four deep issues that persistently divide students of decision making: Are decisions based on rational choices involving preferences and expected consequences, or on rules that are appropriate to the identity of the decision maker and the situation? Is decision making a consistent, clear process or one characterized by ambiguity and inconsistency? Is decision making significant primarily for its outcomes, or for the individual and social meanings it creates and sustains? And finally, are the outcomes of decision processes attributable solely to the actions of individuals, or to the combined influence of interacting individuals, organizations, and societies? March's observations on how intelligence is -- or is not -- achieved through decision making, and possibilities for enhancing decision intelligence, are also provided. March explains key concepts of vital importance to students of decision making and decision makers, such as limited rationality, history-dependent rules, and ambiguity, and weaves these ideas into a full depiction of decision making. He includes a discussion of the modern aspects of several classic issues underlying these concepts, such as the relation between reason and ignorance, intentionality and fate, and meaning and interpretation. This valuable textbook by one of the seminal figures in the history of organizational decision making will be required reading for a new generation of scholars, managers, and other decision makers.

Decision Making and Action Jean-Charles Pomerol, 2012-12-27 Making a decision, of any importance, is never simple. On the one hand, specialists in decision theory do not come within the reach of most policy makers and, secondly, there are very few books on pragmatic decision that are not purely anecdotal. In addition, there is virtually no book that provides a link between decision-making and action. This book provides a bridge between the latest results in artificial intelligence, neurobiology, psychology and decision-making for action. What is the role of intuition or emotion? What are the main psychological biases of which we must be wary? How can we avoid being manipulated? What is the proper use of planning? How can we remain rational even if one is not an expert in probabilities? Perhaps more importantly for managers, how does one go from decision to action? So many questions fundamental to the practice of decision-making are addressed. This book dissects all issues that arise almost daily for decision-makers, at least for major decisions. Drawing on numerous examples, this book answers, in plain language and imagery, all your questions. The final

chapter takes the form of a brief reminder - everything you have to remember to be a good decision-maker.

Encyclopedia of Decision Making and Decision Support Technologies Adam, Frederic, Humphreys, Patrick, 2008-04-30 As effective organizational decision making is a major factor in a company's success, a comprehensive account of current available research on the core concepts of the decision support agenda is in high demand by academicians and professionals. Through 110 authoritative contributions by over 160 of the world's leading experts the Encyclopedia of Decision Making and Decision Support Technologies presents a critical mass of research on the most up-to-date research on human and computer support of managerial decision making, including discussion on support of operational, tactical, and strategic decisions, human vs. computer system support structure, individual and group decision making, and multi-criteria decision making.

Decision Making For Dummies Dawna Jones, 2014-10-06 Discover the best approaches for making business decisions Today's business leaders have to face the facts—you can't separate leadership from decision making. The importance of making decisions, no matter how big or small, cannot be overstated. Decision Making For Dummies is a candid resource that helps leaders understand the impact of their choices, not only on business, but also on their credibility and reputation. Designed for managers, business owners, and anyone else who makes tough decisions on a daily basis, this guide helps you figure out if the decisions you're making are the right ones. In addition to helping you explore how to evaluate your choices, Decision Making For Dummies covers ways to receive support for decision making, delves into various decision-making styles, reviews the importance of sifting through data and information, and includes information on ways to engage others and make decisions collectively. Being in charge can be challenging, but with this guide, you don't have to go it alone. Discusses the effects of decision making and outlines the considerations that must be made to gain trust and confidence Demonstrates ways to communicate particularly sensitive decisions, and offers approaches for making bold decisions that challenge the status quo Delves into the risks and benefits of certain decisions, and shows readers the best ways to evaluate choices Outlines smart strategies for engaging others and drawing them into the decision-making process Crucial decisions need to be made every day in the business world, so there's no time to waste. Make Decision Making For Dummies your primary resource for learning to choose your actions wisely and confidently.

Decision Making with Imperfect Decision Makers Tatiana Valentine Guy, Miroslav Kárný, David H. Wolpert, 2011-11-13 Prescriptive Bayesian decision making has reached a high level of maturity and is well-supported algorithmically. However, experimental data shows that real decision makers choose such Bayes-optimal decisions surprisingly infrequently, often making decisions that are badly sub-optimal. So prevalent is such imperfect decision-making that it should be accepted as an inherent feature of real decision makers living within interacting societies. To date such societies have been investigated from an economic and gametheoretic perspective, and even to a degree from a physics perspective. However, little research has been done from the perspective of computer science and associated disciplines like machine learning, information theory and neuroscience. This book is a major contribution to such research. Some of the particular topics addressed include: How should we formalise rational decision making of a single imperfect decision maker? Does the answer change for a system of imperfect decision makers? Can we extend existing prescriptive theories for perfect decision makers to make them useful for imperfect ones? How can we exploit the relation of these problems to the control under varying and uncertain resources constraints as well as to the problem of the computational decision making? What can we learn from natural, engineered, and social systems to help us address these issues?

Making Decisions That Matter Kathleen M. Galotti, 2005-07-11 Researchers studying decision making have traditionally studied the phenomenon in the laboratory, with hypothetical decisions that may or may not involve the decision maker's values, passions, or areas of expertise. The assumption is that the findings of these well-controlled laboratory studies will shed light on the important decisions people make in their everyday lives. This book examines that assumption. The volume begins by covering four basic phases of decision making: setting or clarifying goals, gathering information, structuring the decision, and making a final choice. Comprehensive reviews of existing literature on each of these topics is provided. Next, the author examines differences in decision making as a function of several factors not typically discussed in the literature: the type of decision being made (e.g., legal, medical, moral) and the existence of individual differences in the decision maker (developmental differences, individual differences in style or temperament, differences as a function of expertise). The author then examines the topic of group decision making, contrasting it with individual decision making. The volume concludes with some observations and suggestions for improving peoples' everyday decision making. This book is intended for use as a core textbook or supplement for courses in psychology, education, or allied disciplines. It will also be an invaluable resource for people who work with people making decisions in various applied settings, such as schools, universities, and health care centers.

Decision Making for Leaders Thomas L. Saaty, 1990 This book is about how to make decisions using the Analytic Hierarchy Process. The basics of the theory are described in a clear, non-technical manner with many examples. It is suitable for business leaders and also is probably the best book for introducing the AHP to students at the college and graduate level. In this fifth printing of the book the reader will find a new appendix containing real-life applications that validate the use of the fundamental scale of the AHP.

Decision Making In A Week Martin Manser, 2013-01-25 The ability to make the right decision is crucial to anyone who wants to advance their career. Written by Martin Manser, a leading expert on decision making in a business context, this book quickly teaches you the insider secrets you need to know to in order to choose the right path. The highly motivational 'in a week' structure of the book provides seven straightforward chapters explaining the key points, and at the end there are optional questions to ensure you have taken it all in. There are also cartoons and diagrams throughout, to help make this book a more enjoyable and effective learning experience. So what are you waiting for? Let this book put you on the fast track to success!

How To Be A Better A Decision Maker , 1998

Primer on Decision Making James G. March, 2009-01-23 Building on lecture notes from his acclaimed course at Stanford University, James March provides a brilliant introduction to decision making, a central human activity fundamental to individual, group, organizational, and societal life. March draws on research from all the disciplines of social and behavioral science to show decision making in its broadest context. By emphasizing how decisions are actually made -- as opposed to how they should be made -- he enables those involved in the process to understand it both as observers and as participants. March sheds new light on the decision-making process by delineating four deep issues that persistently divide students of decision making: Are decisions based on rational choices involving preferences and expected consequences, or on rules that are appropriate to the identity of the decision maker and the situation? Is decision making a consistent, clear process or one characterized by ambiguity and inconsistency? Is decision making significant primarily for its outcomes, or for the individual and social meanings it creates and sustains? And finally, are the outcomes of decision processes attributable solely to the actions of individuals, or to the combined influence of interacting individuals, organizations, and societies? March's observations on how intelligence is -- or is not -- achieved through decision making, and possibilities for enhancing decision intelligence, are also provided. March explains key concepts of vital importance to students of decision making and decision makers, such as limited rationality, history-dependent rules, and ambiguity, and weaves these ideas into a full depiction of decision making. He includes a discussion of the modern aspects of several classic issues underlying these concepts, such as the relation between reason and ignorance, intentionality and fate, and meaning and interpretation. This valuable textbook by one of the seminal figures in the history of organizational decision making will be required reading for a new generation of scholars,

managers, and other decision makers.

Group Decision Making Thomas L. Saaty,Kirti Peniwati,2013-11-15 When a group makes a decision, that decision carries a lot more weight than when just one person does it. Think of the founding fathers of the American constitution and how much power and influence their ideas have had in the entire world for more than two hundred years. Also think of gravity, a universal force brought about by an enormous number of minute particles that band together to make a universal law. Together, they create a massive force, a law of nature; alone they can barely be noticed. That is how our minds work by deciding together to create a power that transcends our individuality. Group decision making is a gift and an opportunity to create greater influence through the working together of many minds. This book shows how to use the Analytic Hierarchy Process for hierarchical decision making and the Analytic Network Process for decision making in networks with dependence and feedback in group decision making. Part I discusses the group and the decision and shows the importance of using a structured process, particularly for those high value decisions involving many powerful parties with different interests. It discusses how to facilitate a group decision, combine individual judgments and smooth differences to arrive at a decision that everyone can live with and get behind. Part II discusses the group in planning and how to draw out differences. Part III is about conflict resolution and Part IV is about how to address significant issues that come up in group decision making and shows that it is possible to construct an overall group preference.

Managerial Decision Making Alan J. Rowe,1984

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