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# Make Sound Decisions

Making sound decisions in a timely manner is a key skill for managers. What constitutes a sound decision? How do you know if you have all the necessary information and are involving the right people? Whether you make decisions alone or work collaboratively, learning how to break down the decision-making process into actionable steps can help you make better, more informed, and, ultimately, more accurate decisions that have a positive impact on your organization and the people you work with.

Too often, decisions are made hastily or based on emotion and personal assumptions. When managers take the time to involve the right people, think through issues from multiple perspectives, and use a logical, sequential approach, they increase the likelihood of making the right decision at the right time. Your ability to make sound decisions can increase your credibility and help you earn the trust of associates, key stakeholders, and direct reports.

**In this chapter, we will cover the following areas:**

- ▶ Establish clear goals for decisions
- ▶ Determine criteria for decision making
- ▶ Gather the information you need to make decisions
- ▶ Analyze information in relation to decision-making criteria
- ▶ Take all important issues into account when making decisions
- ▶ Consider strategic issues in making decisions
- ▶ Base decisions on sound logic and rationale
- ▶ Make decisions in the face of uncertainty
- ▶ Curb impulsiveness in making decisions
- ▶ Take responsibility for your decisions
- ▶ Act decisively
- ▶ Choose the best alternative based on consideration of pros, cons, trade-offs, timing, and available resources
- ▶ Make timely decisions
- ▶ Make sound decisions on complex functional issues
- ▶ Seek appropriate input before making decisions
- ▶ Clarify decision-making responsibility and methods
- ▶ Test the practicality of decisions



## Establish clear goals for decisions

▼  
*Remind those who are making decisions to determine the key goals for the outcome.*

Before making any decision, you need to determine your goals. Obviously, you want to make the best decision, and to do that, you need to address several criteria that serve as the foundation for sound decision making. Consider the following suggestions:

- ▶ Recognize that sound decision making balances two types of needs. First, you need to consider whether you are making the right decision (the quality of the decision). Second, you need to know whether you can get commitment from people to implement the decision, even if they are not involved in the decision-making process.
- ▶ Ensure that you cover a range of decision-making criteria. For example:
  - ▷ Simultaneously address both short- and long-term issues.
  - ▷ Resolve issues in a way that the organization can afford.
  - ▷ Resolve issues so that operations are not disturbed.
  - ▷ Resolve issues so that those involved find the decision acceptable.
  - ▷ Resolve issues or make decisions in such a way that relationships among the people involved are not harmed.

## Determine criteria for decision making

▼  
*Discuss how the person determined which criteria were most important for a decision.*

Sometimes the criteria on which a decision is based are obvious and people agree with them. Other times, people may have different criteria, and thus have different ideas about what constitutes the right decision. Consider the following suggestions:

- ▶ Recognize that a hallmark of sound decision making is clear criteria for making a decision.
- ▶ Before making a decision, determine criteria for evaluating the options. This is particularly important when a number of different constituents are involved.
- ▶ Recognize a range of criteria for decision making. The following are typical criteria:
  - ▷ Has minimal impact on current operations.

- ▷ Is logically sound.
  - ▷ Helps achieve important business priorities.
  - ▷ Reflects business priorities.
  - ▷ Is consistent with values.
  - ▷ Is acceptable to those involved.
  - ▷ Can be implemented within the constraints of the situation (time, resources, other priorities).
  - ▷ Incorporates data analysis, intelligent speculation about the future, and related people concerns.
  - ▷ Considers any and all pros, cons, and risks.
- ▶ Be aware of the type of involvement you will need from people to execute the decision. Sometimes leaders think only about the quality of the decision and forget about the support they will need to carry it out. Even though it may take some time to gain buy-in, it will save you time in the long run.

### Gather the information you need to make decisions

▼  
To make a sound decision, you first need to gather enough information from those involved and those who will be affected. Consider the following suggestions:

- ▶ Begin by assessing whether you have enough information to make the decision. Also consider whether others involved believe that you have the necessary information and whether they believe you should make the decision.
- ▶ People typically want to be involved in decisions that affect them. Even though you may be able to make a logical and sound decision yourself, whenever possible, involve those who believe they need to be involved in the decision-making process.
- ▶ Look at the issue from all points of view, so you can be certain that you are getting all of the relevant perspectives.
- ▶ Make sure to ask for and listen to people's concerns and preferences when you are gathering information; this helps build trust and shows

*Ask people to share their plans for gathering information before they make a decision.*



you care. Build in their ideas when possible. After you make a decision, use active listening to hear people's reactions. Look for ways to show support for them personally even if you cannot support their preferences in your decision.

### Analyze information in relation to decision-making criteria

▼  
*Help others to understand that people may want to be involved in defining a problem as well as in coming up with solutions.*

Information is useful only if you analyze it in terms of the goals you've identified for your decision. Consider the following suggestions to ensure that you are appropriately analyzing and synthesizing information:

- ▶ Carefully identify, define, and review the issues.
  - ▷ What is the problem or issue? Describe it in one clear sentence. State it in terms of a need rather than a solution.
  - ▷ What important, critical facts are known?
  - ▷ What is unknown? Who knows that information? How can it be determined or gathered?
  - ▷ How do people feel about the situation and potentially changing it?
  - ▷ What related problems are present? If something changes, what else is likely to change with it?
  - ▷ What assumptions—about people, technology, systems, funding—have been made that might need to be challenged?
- ▶ Organize the information according to its relevance for each of your goals. For example, if one of your goals is to resolve the issue in a way that the organization can afford, then combine all the information you've gathered about costs and possible solutions so you can clearly see how it relates to your goal.
- ▶ Analyze the relevant information for each goal. For each goal, ask yourself:
  - ▷ How does the information affect this goal? Does it support it or present obstacles?
  - ▷ Do you have all the information you need to ensure that you meet this goal? If not, what do you need and how can you obtain it?
  - ▷ How does the information give you new perspectives on this goal?



### Take all important issues into account when making decisions

As a manager, you need to study all relevant issues before making a decision. Consider the following suggestions:

- ▶ Consider whether you fully understand the current situation. It may be tempting to put the situation into a familiar category so you can use a familiar solution. Take care not to make erroneous assumptions.
- ▶ Categorize information into key issues and subissues. A key issue should be truly unique from other issues. Think of it as the top of a pyramid; there will be a lot of information underlying it, but the key issue will rise to the top.
- ▶ As you study a critical need, challenge yourself to identify patterns, trends, and themes. On the other hand, guard against identifying patterns that don't truly exist. Determine whether a trend or pattern is simply a short-term deviation.
- ▶ Draw on the expertise of people within and outside your organization. Ask questions and seek advice on important issues. Let them teach you; you will learn a great deal and develop stronger relationships.
- ▶ Don't rest on your laurels; continue to increase your knowledge. Learn more about your customers, the market, your organization, industry trends, and other issues. Set up a schedule for reading, take a class, or interview industry experts.

*Ask people to explain which issues are relevant and why. Remind them to seek input from people in other functions who could be affected by their decision.*

### Consider strategic issues in making decisions

Effective leaders have a vision, goals, and strategies for their part of the business. For strategic thinking to have impact, it must be integrated into daily activities. Consider the following suggestions:

- ▶ When you're making a decision, always look at both short- and long-term consequences.
- ▶ Ask for feedback from others about whether you make decisions inconsistent with strategic priorities.
- ▶ There may be times when you feel compelled to focus on short-term priorities at the expense of strategic priorities. Consult your manager

*Encourage the person to obtain input from key stakeholders on how this issue intersects with the organization's strategic plan.*



or more experienced leaders on how you can address short-term issues in a way that won't hurt strategic initiatives or make them more difficult to carry out.

### Base decisions on sound logic and rationale

▼  
*Have the person take you through the logic behind a decision, and together look for leaps or gaps.*

Good decisions are based on sound logic, and people are more comfortable with a decision when they understand why it was made. Consider the following suggestions:

- ▶ Carefully identify and define the issue. This is central to getting the right decision. For example, if you define an issue as a customer service problem, you will probably look to customer service to fix it. However, if the problem actually involves a lack of understanding of the client's need, customer service won't be able to solve it.
- ▶ Define the issue in a number of ways. In a group meeting, use a flip chart and list the different ways in which the issue can be viewed. Look at it from each definition. This will give you a better understanding of the issues.
- ▶ Ask questions that begin with *who, what, where, when, why, and how*. Who is involved? What is occurring? Where is it taking place? When did it occur? Why is it happening? How are people addressing it?
- ▶ Identify your assumptions regarding the issue. Test whether each assumption is valid before you make a decision.
- ▶ If you use a model to structure your thinking, be aware of its flaws and biases. Try using more than one model on difficult issues to uncover new perspectives.
- ▶ Be careful not to manufacture or magnify information to support your conclusions. Test your conclusions by inviting a colleague to be a skeptic and ask targeted questions.
- ▶ Evaluate the pros and cons of your options. Weigh each option in terms of meeting the need, and in terms of the acceptance and support of those who will implement the solution.



- ▶ Discuss your options with your team. Encourage each person to point out potential errors in reasoning.
- ▶ Ask trusted colleagues to evaluate your analysis skills. Ask for examples of when you used solid analysis skills and when you did not. Also ask them to differentiate between errors in logic versus an inadequate explanation of your reasoning.

### Make decisions in the face of uncertainty

Because uncertainty is always present, every decision involves an element of risk. The ability to recognize and take calculated risks is a skill required of all managers. Consider the following suggestions:

- ▶ Determine whether information is missing. Identify who can provide missing information and how quickly.
- ▶ Assess the risk of making, delaying, or not making a decision.
- ▶ Figure out how to mitigate the risks of a decision. Develop contingency plans for the risks you know, and decide who you will consult if you encounter unexpected risks.
- ▶ Determine how you will know a wrong decision. For example, other people doubt that it will work, people won't carry out the decision, unintended negative consequences occur, or you discover that you hadn't thought about some aspect of the decision.
- ▶ Analyze your implementation process and determine the points at which it could be halted—the "go/no go" decision points. Inform others of these points so they will not be surprised if you decide to discontinue the process. If the risk becomes too great, stop at one of these points.
- ▶ Talk with others about how they account for risk factors in their decisions, and study the way they make decisions. Then apply what you have learned to your own decision-making process.
- ▶ You may feel uneasy about the level of risk because you haven't clearly identified the pros and cons of each alternative. List each alternative and its associated risks and benefits. Then choose the one that provides the greatest benefit along with an acceptable level of risk. Manage the

*Discuss the risk factors involved in the decision and how they can be managed.*

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risk by anticipating problems, planning for contingencies, and dealing with problems as they arise.

- ▶ Ask yourself, "What is the worst thing that could happen as a result of this decision? How much impact could this 'worst thing' have on me personally, on the organization, or on the work?" Determine what you could do if the worst-case scenario occurred.

### Curb impulsiveness in making decisions

If you often make decisions and later have to backtrack, or if you realize you should have waited until you had more information, you're probably making decisions too quickly. This can lead to wasted time and effort, diminished effectiveness, and reduced productivity. Knowing the reasons for your tendency to rush can help you avoid it. Consider the following suggestions:

- ▶ Understand whether the issue is about information. Do you make rapid decisions because you believe that you have the necessary information, only to find out that you acted prematurely?
- ▶ Do you value quick action at the expense of working more methodically through an issue? If so, create a plan that will efficiently lead you through the decision-making process and clearly result in action. Identify who will be involved in the decision-making process, the types of information you will need, the criteria you will use to judge solutions, and a time frame for action.
- ▶ When you feel pressured into making decisions that you are not ready to make, learn to "buy time." If possible, tell the person applying pressure that you need more time and why; name a date by which you will announce your decision.
- ▶ You may find that it is not feasible to get enough data within a specified time. The best option may be to postpone the decision if the consequences of making an imperfect decision would be worse for the organization and the people involved than making the decision too early.

*Discuss what needs to occur before the person can make an informed decision.*



## Make Sound Decisions

- ▶ Although feelings are an important consideration, determine whether your decision-making process is driven too frequently by emotion. For instance, do you make choices when you are upset or angry? Next time, wait until you calm down. You can then judge better whether the decision is truly the best one or simply one that felt right at the time.

### Take responsibility for your decisions

▼  
*Give examples of decisions you made that you had to fix later because of unintended consequences.*

Sometimes leaders have difficulty accepting responsibility for the decisions they make or need to make. If they are defensive, people may perceive them to be unwilling to accept responsibility. Consider the following suggestions:

- ▶ Recognize that people expect you to be responsible for your decisions. When people question your decisions, resist explaining the reasons for them; explaining makes you appear defensive. Instead, listen to others' concerns and summarize what you hear.
- ▶ If you find that one of your decisions was wrong, deal with the consequences as well and as quickly as you can.
- ▶ Assess whether you have a history of blaming others. If so, practice accepting responsibility for your part in making a decision. Resist saying "They gave me the wrong information" or "No one told me" or "It wasn't my fault."

### Act decisively

▼  
It is important to make decisions when they need to be made. Indecisiveness may result in the perception that you cannot make tough choices or take a stand on issues. Consider the following suggestions to increase your decisiveness:

- ▶ Analyze your concerns about making decisions; find common patterns. For example, you may be uncomfortable making decisions involving technical areas with which you are unfamiliar, or you may delay making decisions on issues important to your manager.



- ▶ Consider whether any of the following indecisive behaviors apply to you. Then try the suggested action to become more decisive.
  - ▷ If you have difficulty determining which of several alternatives is best, don't go to others for a decision. Instead, challenge yourself to choose one of the options and develop a rationale for why that alternative is best. Then seek input: describe the alternatives you've identified and your recommendation, and ask for opinions.
  - ▷ If you turn to others immediately before you've formulated options, ask yourself why. For example, you may believe that you don't have enough information and you don't have time to find it, or you're not sure where to start.
  - ▷ If you tend to procrastinate, set a deadline for making a major decision. For minor decisions, make your judgments within a few minutes.
  - ▷ If you have a tendency to second-guess yourself, stand by your decision once you have made it. Avoid reopening the decision-making process unless new information strongly indicates that you should.
  - ▷ If you tend to push your decision-making responsibilities upward, get into the habit of presenting recommendations, rather than problems, to your manager.
  - ▷ If you use tentative language in describing your ideas, other people may view you as indecisive. Get a better sense of how you come across. Tape-record yourself as you state your decisions. Also get feedback from others on the style you use to communicate your ideas.
  - ▷ If you are concerned that taking a stand will cause others to dislike you, remind yourself that it is impossible for everyone to like you and that even if people don't like you, they may like your ideas. Likewise, accept that when people reject your ideas, they are not rejecting you.
  - ▷ If you look for approval before implementing your decisions, ask yourself whether it is really necessary. Constantly seeking approval can give others the impression that you lack confidence.
  - ▷ If you are unclear about when you can make decisions independently, meet with your manager to discuss your span of control—where you can make decisions independently and where you need to seek approval.

*Have the person set a firm deadline for making a decision. Focus on best, not perfect.*



## Make Sound Decisions

**Choose the best alternative based on consideration of pros, cons, trade-offs, timing, and available resources**

▼  
*Ask the person to make a comparison grid showing the pros, cons, and trade-offs of each alternative.*

Successful leaders choose from alternatives that have the greatest impact by evaluating the costs, risks, and benefits. Consider the following suggestions:

- ▶ Generate several alternatives by brainstorming with others, by considering how colleagues have solved similar problems, and by asking questions such as "If we had unlimited resources, what would we do?" and "If technical issues were not an issue, what could be done?" Think creatively and then evaluate your alternatives against what's workable.
- ▶ Determine the fundamental assumptions underlying each alternative you're considering and whether the assumptions are valid. Assumptions might include: Our large customers will continue to buy from us; We'll have adequate materials for manufacturing; Consumers will rapidly adopt our new product.
- ▶ Involve your team and financial support people in determining the pros and cons of alternatives. Using the chart below, list strategic criteria, financial considerations, trade-offs, available resources, and the impact on other initiatives. Share these criteria with everyone in your area.

Alternative	Pros	Cons	Who Will Support It	Who Will Resist It
(1)				
(2)				
(3)				



- ▶ Conduct a sensitivity analysis. Select some key data, alter them, and determine the impact that changing those factors would have. For example, what if sales volumes were 10 percent lower than your best estimate? What if they were 30 percent lower? Work through some best- and worst-case scenarios.
- ▶ Use a variety of data sources (internal and external, industry-specific and general business) to research your decisions. When it is practical, increase your accuracy by obtaining the same information from two or more independent sources.
- ▶ If you receive conflicting information, ask probing questions to evaluate the accuracy, underlying assumptions, and reliability of your sources and the information.
- ▶ Identify items that are most prone to estimation errors and seek ways to reduce this risk. You may want to use alternative estimation methods such as consensus estimates from experts or trend analysis.
- ▶ Ask which assumptions and estimates are “solid” and which are “soft.” For each soft item, consider how much the actual numbers could differ from your estimates.
- ▶ When you are faced with substantial uncertainty, look for ways to keep your options open without sacrificing potential returns. Avoid being indecisive; take calculated risks when necessary.

### **Make timely decisions**

▼

When leaders do not make timely decisions, they miss deadlines, hold up projects, waste resources, and frustrate people who are counting on them. Some leaders procrastinate because they want to be absolutely sure they collect enough information; others, concerned about being right, spend a lot of time analyzing information. Although the intent is positive, the result can be missed market opportunities, lower morale and motivation, or other negatives. Consider the following suggestions:

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- ▶ Avoid “analysis paralysis.” Understand the urgency of the situation and set a deadline for analyzing your information. Prioritize your greatest concerns and spend your time on those issues.
- ▶ Ask yourself:
  - ▷ What information is absolutely necessary?
  - ▷ What additional information could be collected? How long would it take?
  - ▷ What information would make me feel better, but probably would not cause me to change my decision?
- ▶ Rather than insisting on certainty before you make the decision—which is likely to be impossible in any case—anticipate possible problems and plan for contingencies.
- ▶ Once you’ve made a decision, stand by it. Reconsider your decision only if new information drastically changes your analysis.

*Ask for a description of the consequences of a delayed decision, adding any the person missed.*

Most people do not procrastinate every time they make a decision; rather, they tend to delay decisions under certain circumstances. It’s useful to identify those circumstances and determine how you can handle them in the future. Consider the following suggestions:

- ▶ Each time you find yourself delaying a decision, pinpoint the reason for the delay.
- ▶ Once you’ve determined why you procrastinate, look for a solution. For example:
  - ▷ When a course of action is unclear, choose what appears to be the best plan and implement it on a temporary basis.
  - ▷ If you lack sufficient time for focused, concentrated thought, block out time on your schedule.
  - ▷ If you fear negative reactions, face your fears. Seek the involvement of those you believe would resist your decision.



## Make sound decisions on complex functional issues

When you deal with complex issues, you need to think about how a decision made in one area will affect all groups within the organization. You need to sort through opinions and facts, determine what information has merit, and understand the impact on the organization. Consider the following suggestions:

*Ensure that the individual identifies not only the right functional issues, but also the right questions about those issues.*

- ▶ Work with your team to identify all the stakeholders potentially involved in the issue. Gather information from each stakeholder group. As you discuss the issue, ask open-ended questions and clarify any murky issues.
- ▶ Define problems from the perspective of each stakeholder. If you are not able to talk to the stakeholders directly, ask team members to put themselves in those roles and explain the issues from their perspectives.
- ▶ Identify underlying issues. Gather a small group of people and list issues on a white board or flip chart. Then draw lines between connected items. This can help you see hidden or subtle connections.
- ▶ Identify the work processes that are involved in a problem or opportunity. Illustrate the process with a flow chart or Gantt Chart—whatever will help you see all the pieces.
- ▶ When you spot an opportunity, look at it from a systems perspective.
  - ▷ What is the opportunity?
  - ▷ Who needs to be involved?
  - ▷ Who is affected?
  - ▷ What business processes are needed for the opportunity to achieve its potential?
  - ▷ What are the obstacles to success?
- ▶ Identify potential solutions or actions. As you consider your options, evaluate how each action would affect other parts of the organization.
- ▶ Think about whether the action being considered will help you achieve your goals or those of the organization. Is it consistent with strategy? How will stakeholders react?

- ▶ Use your team and the stakeholders to determine what will be needed for the solution to work. What are the pitfalls? How can you anticipate potential problems?
- ▶ Communicate the decision, rationale, and plan to everyone involved in the process. E-mail or blog regular updates as you implement the decision. Establish an online forum where people can post their questions and concerns.
- ▶ Make sure that you are basing your decisions on adequate information. Your decision should take into account:
  - ▷ All relevant facts and issues
  - ▷ A solid understanding of the business and its priorities
  - ▷ Analysis of hard data
  - ▷ The pros and cons of alternatives
  - ▷ The input of people who are necessary to the process

### Seek appropriate input before making decisions

▼  
A collaborative approach to decision making often produces the best results because so many perspectives and ideas are considered. In addition, those involved in making the decision are more likely to be committed to carrying it out. Thus, the increased time required in the decision-making process is often regained during the implementation phase.

*Talk about whom people are involving in the decision-making process and why.*

Group decision making is not appropriate or necessary when decisions need to be made immediately, when the issue is confidential, or when buy-in is assured. The following steps will help you identify appropriate situations for collaborative decision making and ways to get others involved in the process:

- ▶ When you first learn that a decision must be made, determine if the decision is solely your own or if it requires input from others. Collaborative decision making is useful when:
  - ▷ Other people have information you need.
  - ▷ The problem is complex or ambiguous, and you need other people to clarify and define it.



- ▷ Other people are needed to implement the decision, and they want to be involved.
- ▷ The situation can be used to train other people in problem analysis or decision making.
- ▶ If you determine that the decision should be made collaboratively, use the group to define the problem, determine criteria for making the decision, look for alternatives, and/or actually make the decision. The group may be the same for each phase of the process, or you may want to use a larger group for getting input and a smaller group for making the decision.
- ▶ When you are using a collaborative approach to decision making, keep the following in mind:
  - ▷ Involve others in the process by talking with them one-on-one, e-mailing them for input, chatting online in work groups, or calling for an on-site or virtual meeting.
  - ▷ You can effectively make collaborative decisions during well-run meetings, especially when participants are informed of the issues in advance.
  - ▷ Use consensus decision making, rather than taking the majority view. Ask the group to consider "Can I live with this?" rather than "Do I like this?"

### **Clarify decision-making responsibility and methods**

▼ Inaction often results when it is unclear who is responsible for making a decision. When a decision involves new areas, people may be especially uncertain about who has the authority to make it. To help clarify who is responsible for making a decision, consider the following suggestions:

- ▶ Talk to your manager to confirm his or her view of who should make the decision, how, and via what process.
- ▶ If the decision is yours to make, develop an action plan.
  - ▷ If you have all the necessary information, and those involved will commit to a decision if you make it, then simply make the decision.



- ▷ If you need more information and/or the involvement of others for commitment, set up a process that appropriately involves people.
- ▷ Involve not only the people whose information or commitment you need, but, whenever possible, also those who believe they should be involved.
- ▶ If you establish a decision-making team, use the following steps to ensure that you reach the best decision:
  1. Enlist the group's help to determine what is known and what needs to be known in order to make a sound decision. This effort will encourage others to step forward and allow them to practice leadership skills and gain experience. Make sure the group stays on track and distinguishes between information that is truly necessary and important, and what is merely good to know.
  2. Once you have obtained the necessary information, use it to redefine the problem or opportunity as clearly as possible. You may decide to have multiple definitions.
  3. Before making any decisions, generate multiple alternatives. Look for those that satisfy the multiple facets of the problem.
  4. Together with the other group members and stakeholders, develop criteria for evaluating alternatives and selecting the best solution.
  5. Make the decision.
  6. Develop contingency plans in case the solution doesn't work out.

*Talk with people about when they should make a decision themselves, consult with others first, make a decision with others, or let others make a decision.*

### Test the practicality of decisions

- ▼
- Alternatives might look good on paper and initially sound feasible but turn out to be impractical, difficult to implement, or ineffective. Here are several ways to test your decisions to increase their probability of success:
- ▶ Get into the habit of asking at each stage of the decision-making process whether the decision is workable. Consider the specifics of your situation. Think through possible results of the decision to ensure that you've covered all your bases. Identify potential problems and plan ways to deal with them.



## Make Sound Decisions

- ▶ Before making your final decision, ask those who will be affected to assess the practicality of the decision, the impact of the decision on them, and whether they would be likely to accept it. Remember to consider people in other units who might be affected by the changes you initiate. These people can be as instrumental in determining the success of your plan as those within your own group.
- ▶ Because many good decisions fail in the implementation phase, be sure to develop a sound, specific plan that details the correct sequence of steps and assigns responsibility for the success of each step. Get input from all groups or departments that will be affected. If you understand how best to implement the change from their points of view, you will increase the likelihood that they will accept and support your plan.
- ▶ Despite careful analysis and planning, a seemingly sound solution sometimes proves to be unworkable. In such cases, you need to be flexible and adapt your decision to eliminate efforts that are not working out. Be aware of this, and don't let these situations hinder your future efforts to choose and implement the best solutions.

*Ask people to check in with the people who will carry out the decision and confirm the feasibility of the plan.*