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managerial decisions.

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Chapter 5. The
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become a better
decision maker and to
protect yourself, your
family, and your
organiza-tion from
avoidable mistakes.

THE ANATOMY OF
DECISIONS The term
judgment refers to the
cognitive aspects of
the decision-making
process. To fully
understand judgment,
we must first identify

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the components of the decision-making process that require it.

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had a challenging
negotiation process
with my friend in

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deciding the best
business enterprise
that we were to run
through partnership.
Being colleagues in
college, we both had
interests to venture
into business to boost
our incomes and
expand our
entrepreneurship skills.
I wanted to run a ...

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readers can quickly
learn how to overcome

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those biases to make better managerial decisions. The book examines judgment in a variety of organizational contexts, and provides practical strategies for changing and improving decision-making processes so that they become part of one's permanent behavior.

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If you have to make a major managerial decision, having a clear, distinct goal in mind will help. Ironically, decision making sometimes lacks this vital element. Rational decision making follows a formal process referred to as “System 2” thinking, which works like this: “Define the problem” - Don't mistake the

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Types of Decision-
Making Skills . Even if
you do not yet have
management
experience, you
probably have made
decisions in a
professional setting.
Because decision-
making is not always a

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cut-and-dried process,
though, you might not
have recognized what
you were doing.

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