

# Art of Decision Making

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**What's one meaningful or  
challenging decision you've faced  
in your leadership role so far?**

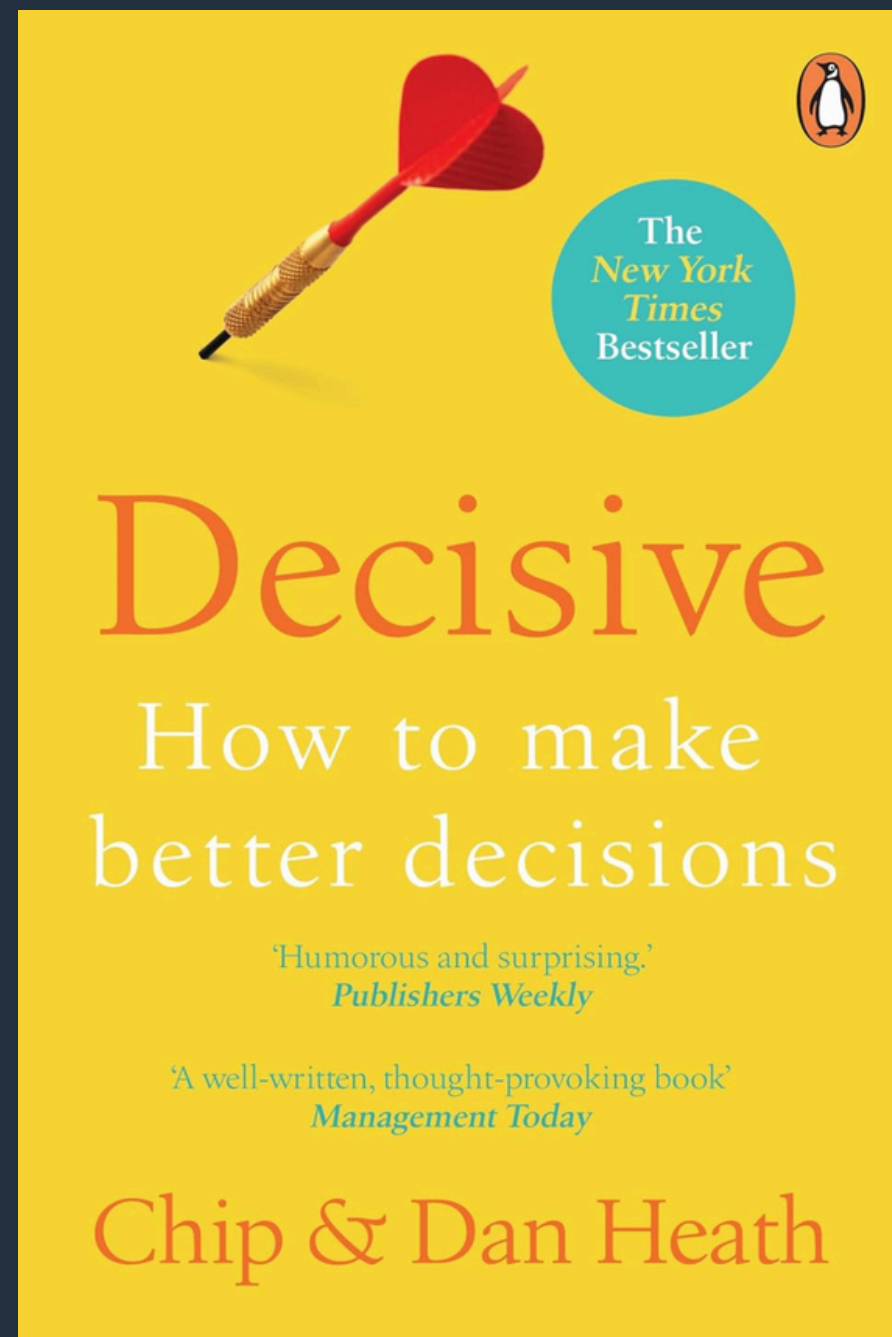


# Decision Pitfalls

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1. We rarely consider more than 2 options.
2. We are blinded by short-term emotion.
3. We have a false sense of certainty due to confirmation bias.





**“When people have the opportunity to collect information from the world, they are more likely to select information that supports their preexisting attitudes, beliefs, and actions.”**



Pro/Con List	WRAP Framework
Focuses on one option	Encourages you to widen your options
Treats all pros and cons equally	Recognizes weight and nuance in considerations
Often used to justify a preferred choice	Helps you test assumptions and challenge bias
Doesn't prompt for alternatives	Pushes you to ask: "What else could we do?"
Vulnerable to short-term emotion	Builds in distance and perspective
Lacks future-proofing	Encourages you to prepare to be wrong
Snapshot thinking	Process thinking



# WRAP YOUR DECISIONS

<b>W: Widen Your Options</b>	What other options haven't we considered? Who else might offer a fresh take?
<b>R: Reality-Test Your Assumptions</b>	What would convince me this option is wrong? What data or feedback could I gather?
<b>A: Attain Distance Before Deciding</b>	What would I advise a friend to do? How will I feel about this decision in 10 months?
<b>P: Prepare to Be Wrong</b>	What could go wrong? What's our backup? What will we track to know if it's working?



**What's a decision your school is considering ?**



# Widen Options

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How can you expand your  
set of choices?





# Widen Options

Option Explosion

## **Step 1: Broaden the Scope**

What else could we do?



# Widen Options

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What else could we do?

### **Step 2: Use the Vanishing Options Test**

Imagine none of the above options are available.



# Widen Options

## Option Explosion

### **Step 1: Broaden the Scope**

What else could we do?

### **Step 2: Use the Vanishing Options Test**

Imagine none of the above options are available.

### **Step 3: Consider multi-tracking**

Consider pursuing multiple options at same time.

