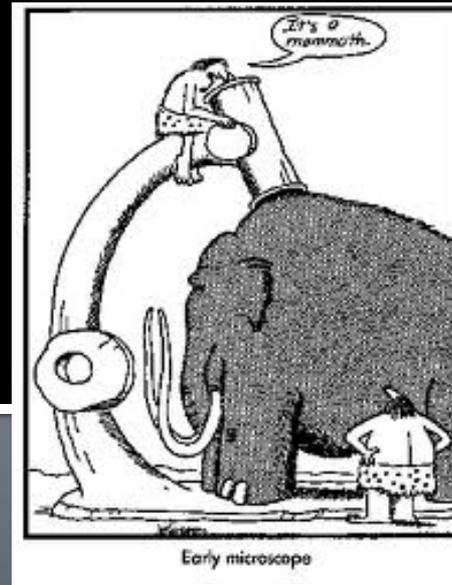


Seeing the Invisible ... or not

Topics in Decision-Making for ACQ-405

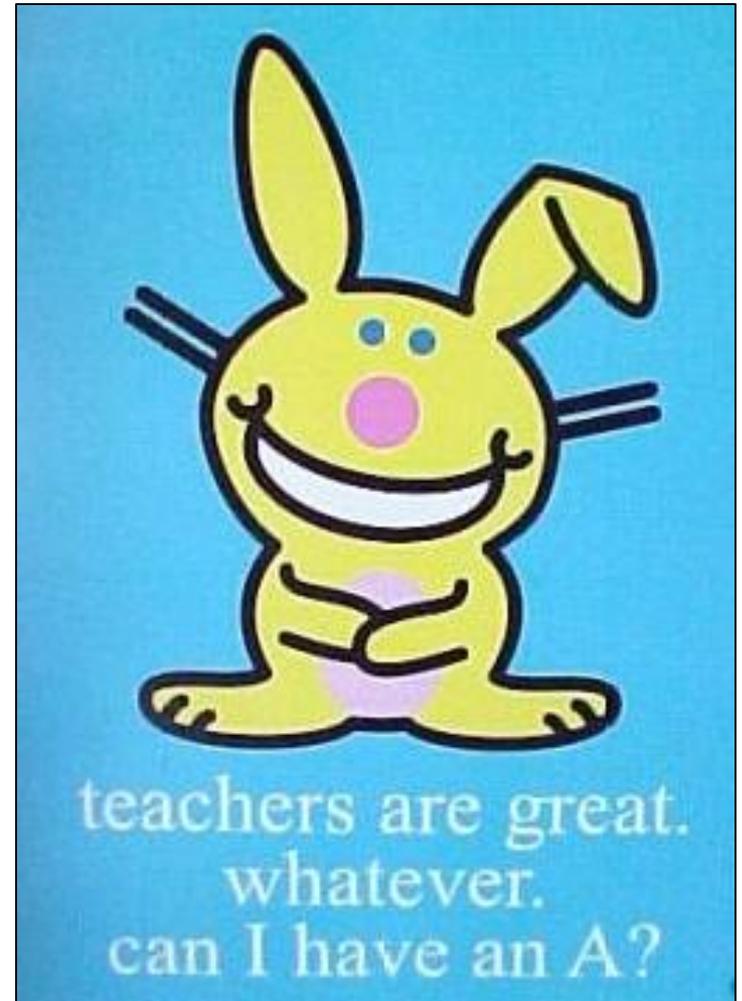


© The FAR SIDE by Gary Larson

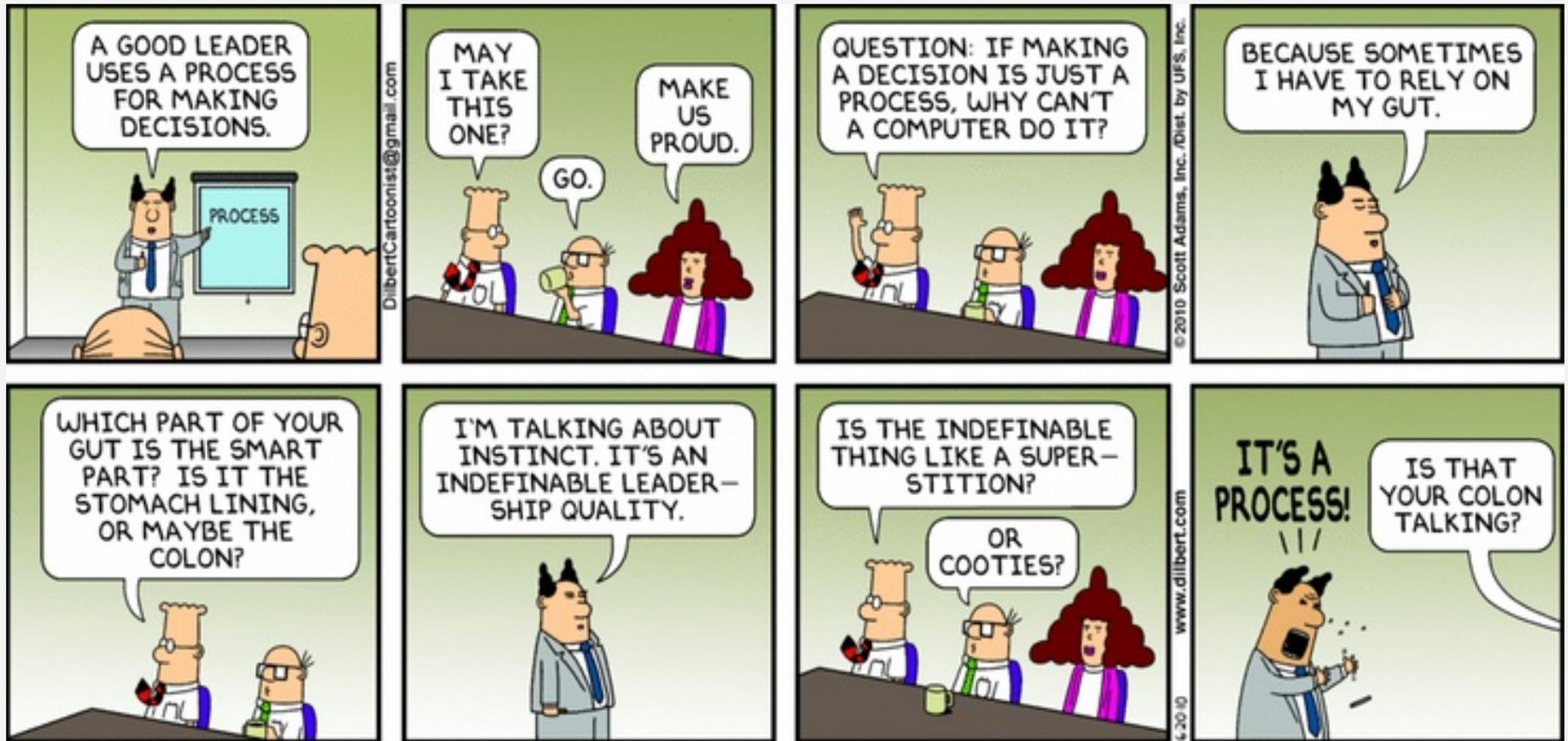
Pat Barker
DSMC

Today's Chat

- Sections
 - *Considerations*
 - *Reflections*



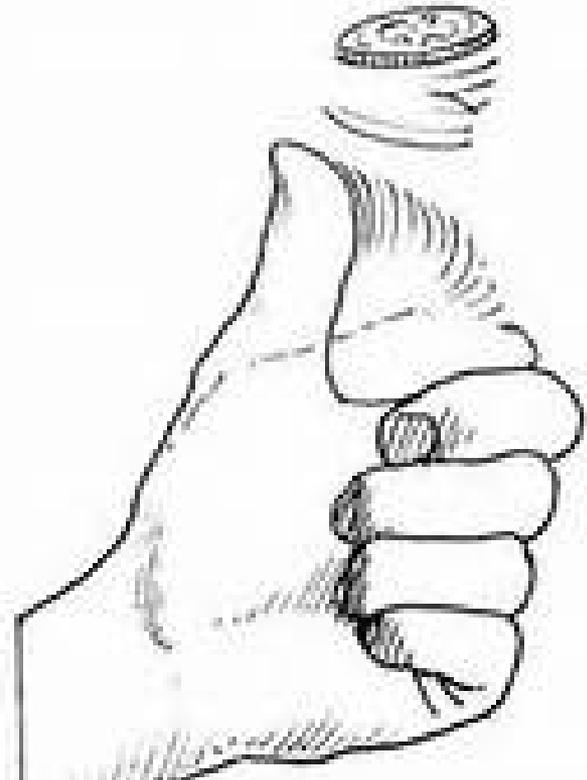
Dilbert View of an Excellent Decision-Maker ... What's Yours?



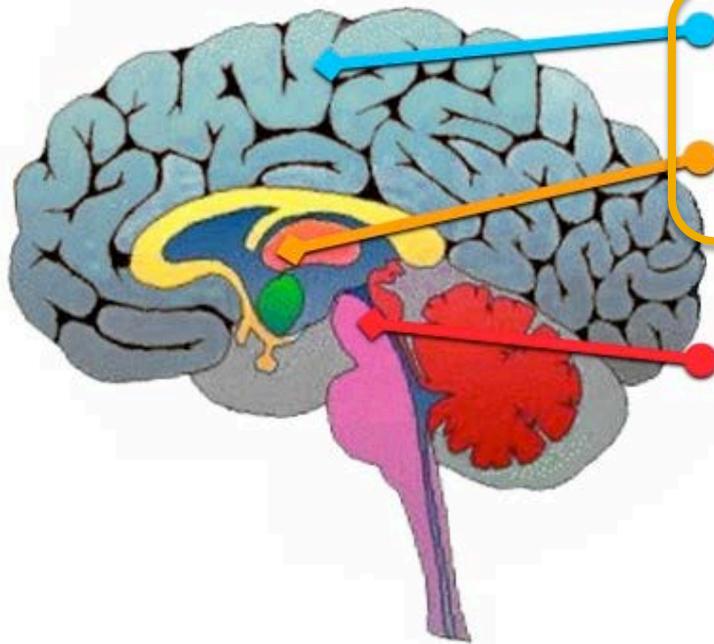
An Important Decision Scenario ... or Two

Questions for EACH of you:

- Identify a situation that really put your decision skills to the test
- Describe why was it important to you
- List the general timeline of events
- Identify the point where your critical decision was made.
- Explain the result



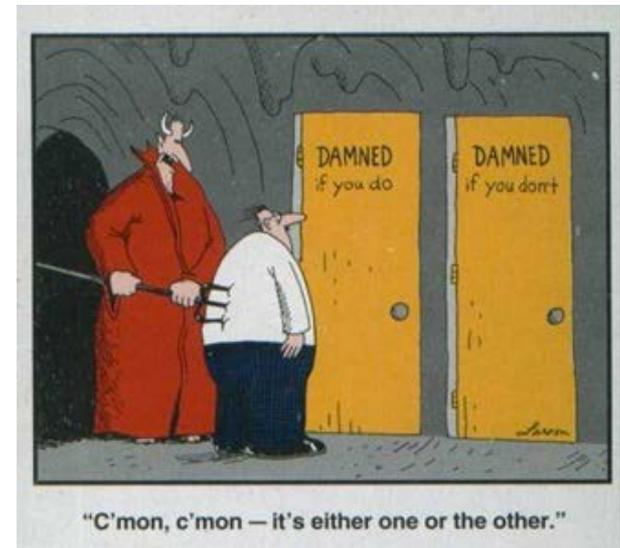
This is your Brain ... This is Your Brain on Acquisition Management



Neocortex: Rational Brain
Sensing, higher-order thinking, short-term memory

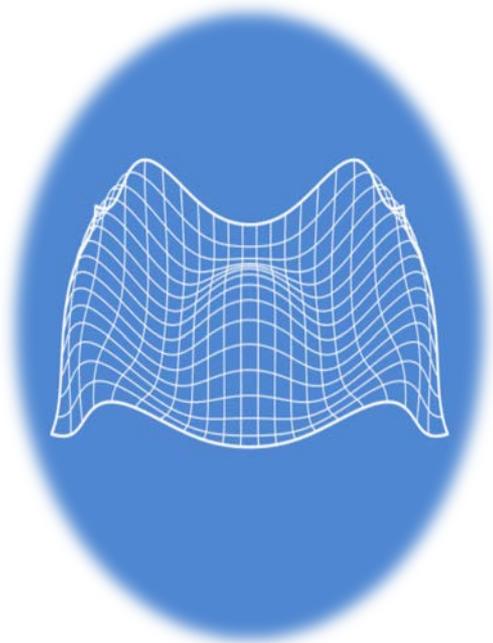
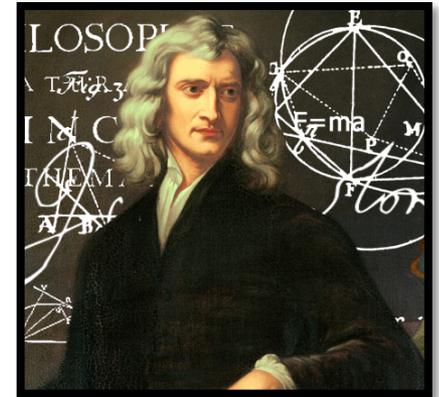
Limbic System: Emotional Brain
Pleasure/Pain, Long-term memory

Reptilian Brain: Life-sustaining Brain
Autonomic functions, instincts



The Far Side® - By Gary Larson

What many tend to assume



LINEAR: Elements are Relatively easy to characterize and "measure" .. Goals assumed to remain constant

What many tend to experience



Nonlinear

(Whole is more than sum of parts,
changing conditions, volatility)
Relatively **hard** to characterize and
"measure"

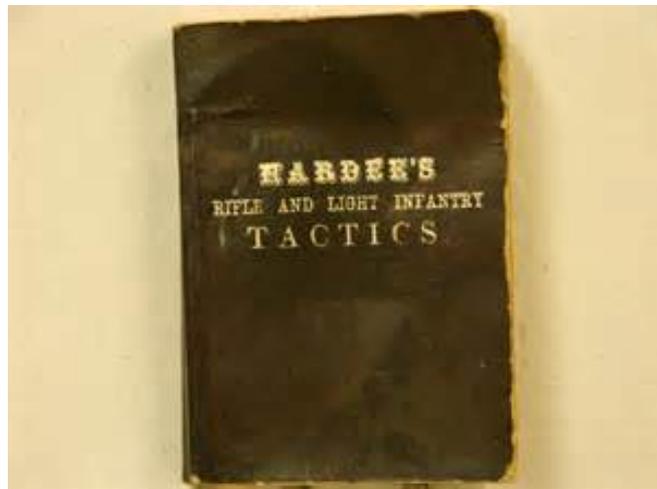


Uncertain

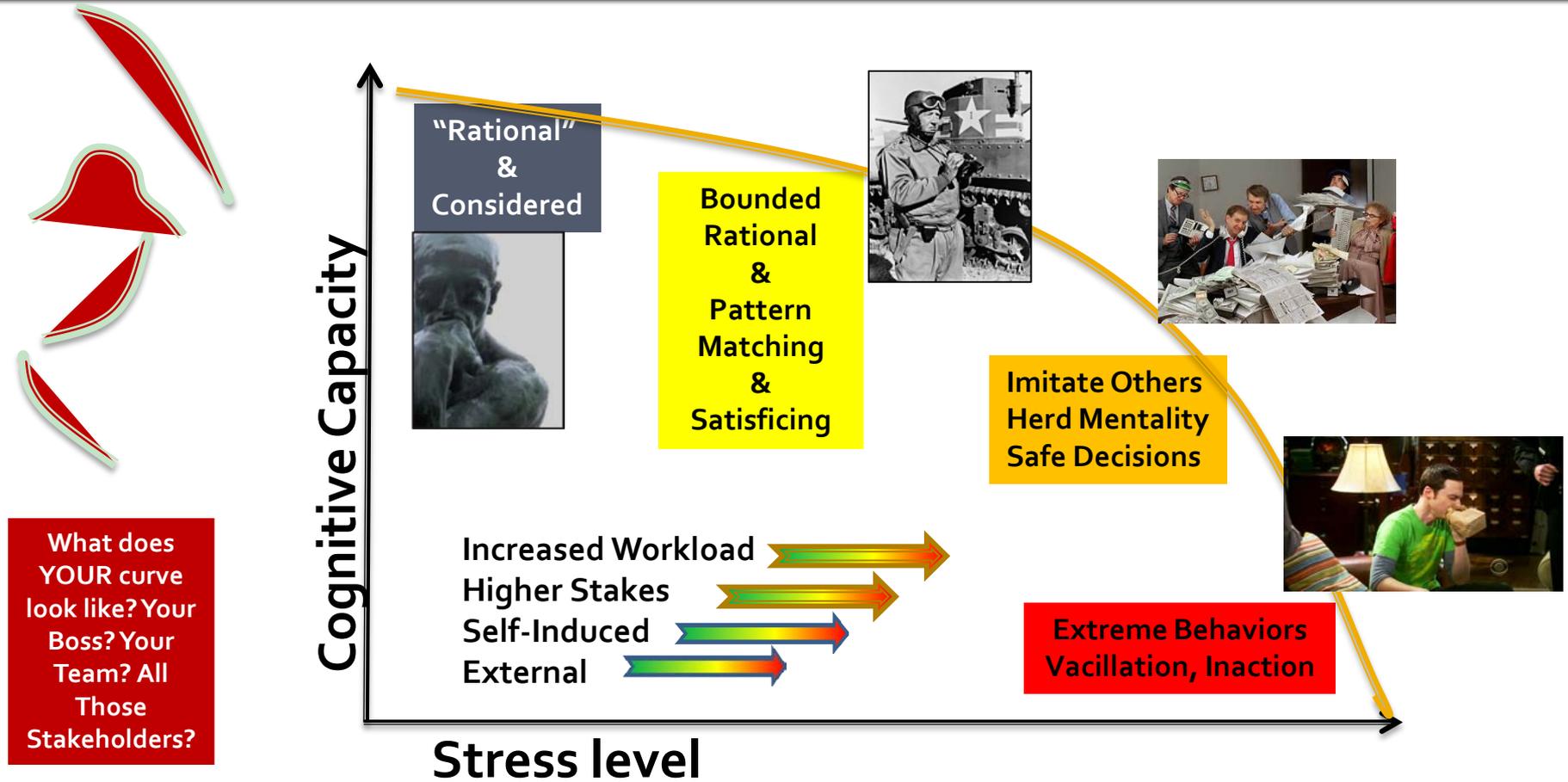
(What's next & when? Too
much, too little information)
Goals tend to **emerge**



Decision Process ... textbook vs. reality



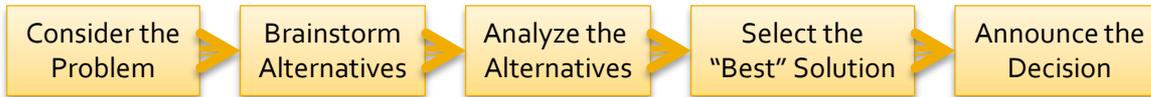
Stress and Cognition



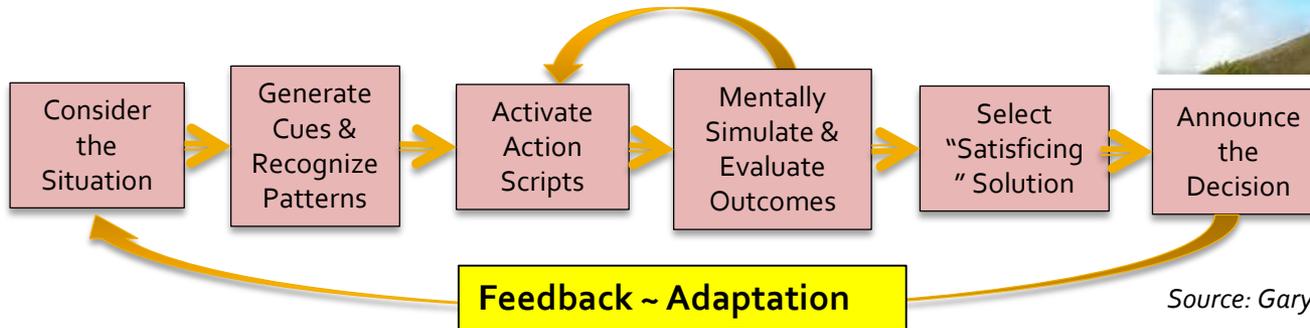
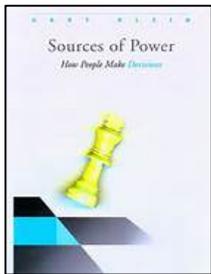
* Adapted from Hambrick, D. C., Finkelstein, S., & Mooney, A. C. (2005). Executive job demands: New insights for explaining strategic decisions and leader behaviors. *Academy of Management Review*, 30(3), 472-491.

Naturalistic (non-linear) Models and Assumptions Help Refine the NU Picture

Rational Model



Recognition-Primed Decision Model (RPDM)

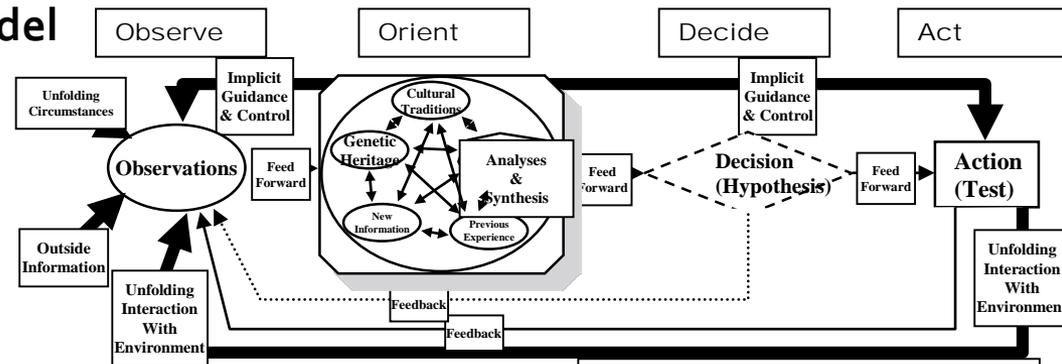


Source: Gary Klein. *Sources of Power*

A Nobel Laureate's Model

SYSTEM 1 - Fast, automatic, emotional, subconscious
SYSTEM 2 - Slow, effortful, logical, conscious
 -- Daniel Kahneman – *Thinking Fast & Slow*

Observe-Orient-Decide-Act (OODA) Model



J. R. Boyd, "the Essence of Winning and Losing," 1995.

Tacit Knowledge & Your Scenario

Questions to ask that reveal TACIT knowledge:

- What particular cues were important here?
- What did that decision point look like, exactly?
- What were your key concerns at that point?
- What was it about the situation that told you what was going to happen & what to do about it?
- What remained ambiguous throughout?
- What information did you actually use to make the decision, how did you get it and why did you not get more?



Expanding Your Scenario Questions

Consider:

- What were alternative decisions and likely results?
- As regards any mistakes you might have made, how do you view them now versus back then?
- How might this situation have turned out differently if you had not been there at that time?
- What might someone **else** in your position of lesser (or greater) experience have done?



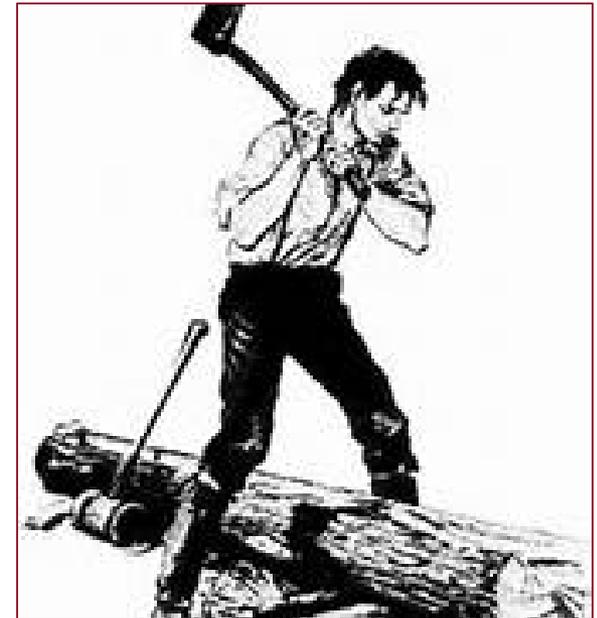
White Board Revisit



- Which attributes might play a more critical role (than previously) going forward in your job?
- How might your learning plan address any of these in the next 4 weeks?
- How Might You Develop These Attributes in a Protégé?
- How Might You Develop These Attributes Across Your Organization?
- How Might You Maintain Tacit Knowledge and Decision Capability As Experienced Personnel Depart?

Parting Shots: Metacognition

- You are “they” ... what you think (and say and decide) matters a whole lot more than ever before
 - Know what information you need for decisions (versus what you want) – what are you (and others) willing to pay (time, energy, resources) for information?
 - Learning from mistakes is how you did it – how will others do it in your organization?
 - Tacit knowledge takes time to grow and is hard to organizationally preserve – how might you approach it?



**How much
sharpening might
your axe need?**