

Skills Development Framework

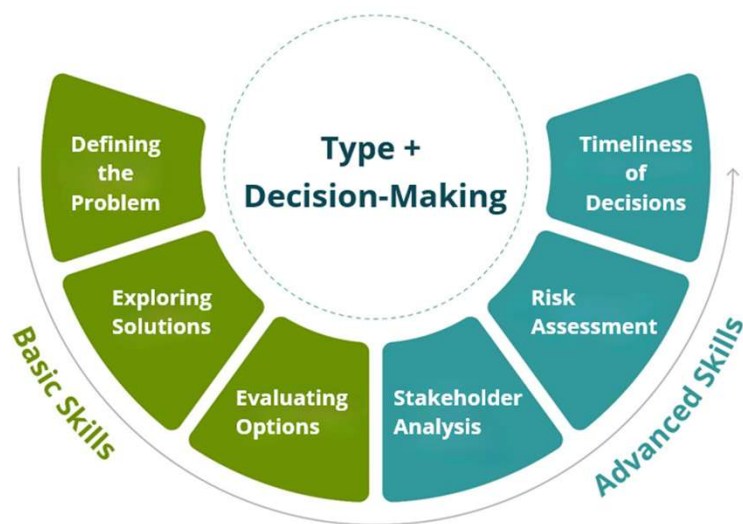
Decision-Making



Type + Decision-Making

Definition

Type and decision-making combines the knowledge of **MBTI® type preferences** with the **skills required to help individuals and groups make better, more well-rounded decisions.**



Follow These Steps

1. Explore the Skill Development Framework
2. Acquire Basic Skills
3. Cultivate Advanced Skills

Type Preferences in Decision-Making

Sensing & Thinking (ST) Preferences

- **What they tend to pay attention to:** Define the specifics of the problem and weigh the pros and cons.
- **What they may neglect:** Think through the possibilities and take people and values into account.

Sensing & Feeling (SF) Preferences

- **What they tend to pay attention to:** Define the specifics of the problem and take people and values into account.
- **What they may neglect:** Think through the possibilities and weigh the pros and cons.

Intuition & Feeling (NF) Preferences

- **What they tend to pay attention to:** Think through the possibilities and take people and values into account.
- **What they may neglect:** Define the specifics of the problem and weigh the pros and cons.

Intuition & Thinking (NT) Preferences

- **What they tend to pay attention to:** Think through the possibilities and weigh the pros and cons.
- **What they may neglect:** Define the specifics of the problem and take people and values into account.

Type Preferences in Decision-Making

Sensing & Thinking (ST) Preferences

- **What they tend to pay attention to:** *Demonstrate efficiency.* Weigh options in terms of the bottom line. Practical applications.
- **What they may neglect:** Think through the possibilities and take people and values into account.

Sensing & Feeling (SF) Preferences

- **What they tend to pay attention to:** *Demonstrate kindness.* Weigh options in terms of the needs of individuals. Concrete benefits.
- **What they may neglect:** Support the overarching vision and establish objective outcomes.

Intuition & Feeling (NF) Preferences

- **What they tend to pay attention to:** *Demonstrate creativity.* Weigh options in terms of the aspirations of people. Common purpose.
- **What they may neglect:** Seek logical details and consider the pragmatic value.

Intuition & Thinking (NT) Preferences

- **What they tend to pay attention to:** *Demonstrate competence.* Weigh options in terms of possible consequences. General principles.
- **What they may neglect:** Define the specifics of the problem and foster a collaborative approach.

Basic Skills

Defining the Problem

+ Skill Excellence

+ Type In Action

+ Development Tips

Defining
the
Problem

Basic Skills

Defining the Problem



Skill Excellence

What Excellence Looks Like:

- Identify the issue that needs to be addressed
- Understand what is at stake and who is affected

Defining
the
Problem

Basic Skills

Defining the Problem



Type In Action

- All types can start by identifying the core problem to make the best decision. Some will naturally focus more on the objective situation, while others will focus on who is affected.

Defining
the
Problem

Basic Skills

Defining the Problem



Development Tips

- **Use Sensing to:**
 - Gather verifiable facts and observable details to outline what's happening.
 - Consider past examples and prior experiences to understand the situation.
 - Focus on measurable aspects to clearly identify the issue.
- **Use Intuition to:**
 - Look more broadly to see wider ramifications, underlying patterns, or deeper meaning.
 - Consider future consequences as well as how the current problem may evolve.
 - Outline a vision statement of a better future to aim for.
- **Use Thinking to:**
 - Examine the problem logically to understand the cause and effect.
 - Apply analytical frameworks and tools to isolate the core issue.
 - State the problem in a clear and objective way to avoid subjective bias.
- **Use Feeling to:**
 - Consider who is affected and to assess the individual and interpersonal aspects of the problem.
 - Ensure that the outline of the problem includes the perspective of all stakeholders.
 - Weigh how the problem aligns with core values and the well-being of people.


Defining
the
Problem



Basic Skills

Exploring Solutions

 Skill Excellence

 Type In Action

 Development Tips

**Exploring
Solutions**



Basic Skills

Exploring Solutions



Skill Excellence

What Excellence Looks Like:

- Create several viable solutions for consideration
- Be open to new possibilities for solving the problem

Exploring
Solutions

Basic Skills

Exploring Solutions



Type In Action

- All types can create a variety of solutions. The way they brainstorm those solutions and plan to implement them may be different based on type.

Exploring
Solutions



Basic Skills

Exploring Solutions



Development Tips

- **Use Sensing to:**
 - Draw on tried and trusted solutions and past experience of approaches to similar problems.
 - Ensure that ideas are supported by factual evidence or documented case studies.
 - Consider solutions that are practical and can be implemented with current resources.
- **Use Intuition to:**
 - Brainstorm innovative solutions that are outside the box and beyond the current problem.
 - Consider ideas that anticipate future trends or transformational changes.
 - Look for links between theories and concepts that can lead to new ideas.
- **Use Thinking to:**
 - Employ systematic approaches to generate a viable list of options.
 - Apply logical criteria to filter ideas and focus on solutions that fix the problem.
 - Evaluate each idea's feasibility through logical reasoning before further exploration.
- **Use Feeling to:**
 - Engage with stakeholders and colleagues to explore solutions that meet the needs of all.
 - Seek solutions that consider the impact on others and create a supportive environment.
 - Engage with others to generate solutions that connect with personal values and ethical concerns.

Exploring
Solutions

Basic Skills

Evaluating Options

+ Skill Excellence

+ Type In Action

+ Development Tips

Evaluating
Options

Basic Skills

Evaluating Options



Skill Excellence

What Excellence Looks Like:

- Collect relevant data, facts, and input from a variety of sources
- Consider the impact of a decision on people and process

Evaluating
Options

Basic Skills

Evaluating Options



Type In Action

- All types can evaluate the options being considered. The criteria used to make these evaluations will likely look different based on type.

Evaluating
Options

Basic Skills

Evaluating Options



Development Tips

- **Use Sensing to:**
 - Evaluate options against measurable criteria and real-world outcomes.
 - Compare ideas with past experience and similar situations to gauge likely effectiveness
 - Focus on solutions that have demonstrated success.
- **Use Intuition to:**
 - Consider the long-term potential opportunities offered by each option.
 - Look for options that are more innovative and inspired.
 - Evaluate how each option fits with the wider strategy and future direction.
- **Use Thinking to:**
 - Logically weigh the pros and cons of each solution or use a strategic planning framework, such as SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis.
 - Systematically compare options based on efficiency, effectiveness, and likely return on investment.
 - Keep the evaluation process objective and clear.
- **Use Feeling to:**
 - Consult with stakeholders to ensure that the final solution meets their needs.
 - Assess how each option will affect team morale, customer satisfaction, and community values.
 - Consider which alternative aligns best with the organization's core values and ethics.

Evaluating
Options

Advanced Skills

Stakeholder Analysis

+ Skill Excellence

+ Type In Action

+ Development Tips

Stakeholder
Analysis

Advanced Skills

Stakeholder Analysis



Skill Excellence

What Excellence Looks Like:

- Understand the impact of a decision on various groups to create buy-in
- Manage competing interests effectively

Stakeholder
Analysis

Advanced Skills

Stakeholder Analysis



Type In Action

- All types can analyze the impact on stakeholders. However, some may not consider this enough, while others may try so hard for a win-win solution that they have trouble moving forward.

Stakeholder
Analysis

Advanced Skills

Stakeholder Analysis



Development Tips

- **Use Sensing to:**
 - Gather data to understand who needs to be involved and what their roles and influence will be.
 - Ask specific questions to understand what is going on for those involved in the situation.
 - Draw on stakeholder knowledge and past experience to have a detailed understanding of what's happening.
- **Use Intuition to:**
 - Consider possible stakeholders in the wider organization, customer base, and community.
 - Be aware of potential changes and shifts over time in stakeholder roles and influence.
 - Look for patterns and themes that may connect stakeholders' various interests.
- **Use Thinking to:**
 - Employ logical frameworks and methods to analyze stakeholder interests objectively.
 - Manage competing interests and prioritize stakeholders whose impact on the decision is most important.
 - Manage stakeholder expectations in a clear and objective manner and be prepared to stand by decisions.
- **Use Feeling to:**
 - Consult and collaborate with stakeholders to ensure that their needs are being met.
 - Build rapport and positive relationships to gain the trust of stakeholders.
 - Get to know stakeholders in order to understand their personal concerns and values to create buy-in.

Stakeholder
Analysis

Advanced Skills

Risk Assessment

+ Skill Excellence

+ Type In Action

+ Development Tips

**Risk
Assessment**

Advanced Skills

Risk Assessment



Skill Excellence

What Excellence Looks Like:

- Systematically evaluate potential outcomes for likely success or failure
- Identify unintended consequences of each option

Risk
Assessment

Advanced Skills

Risk Assessment



Type In Action

- All types can assess the risk of the decision. For some it may be more natural to focus on the risk of changing the tried and trusted, while others may see more opportunity than threat.

Risk
Assessment

Advanced Skills

Risk Assessment



Development Tips

- **Use Sensing to:**
 - Identify risks by reviewing past examples and concrete data to spot potential problems.
 - Apply systematically collected data to assess the level of risk.
 - Evaluate risks based on measurable data such as frequency and severity.
- **Use Intuition to:**
 - Imagine what could happen under various future scenarios.
 - Envision how current issues could evolve and escalate over time.
 - Think ahead to consider emerging threats and unintended consequences that may not currently be obvious.
- **Use Thinking to:**
 - Apply cause-and-effect analysis to evaluate the consequences of various actions.
 - Employ structured methods and analytical tools to objectively quantify the level of risk.
 - Develop systematic, logical strategies to address identified risks.
- **Use Feeling to:**
 - Consider what is personally at stake and the emotional impact of potential loss.
 - Consider how potential risks could affect team morale and well-being and the values of the people involved.
 - Ensure that risk assessments include stakeholder concerns and customer trust.

Risk
Assessment

Advanced Skills

Timeliness of Decisions

+ Skill Excellence

+ Type In Action

+ Development Tips

**Timeliness
of Decisions**

Advanced Skills

Timeliness of Decisions



Skill Excellence

What Excellence Looks Like:

- Effectively balance speed with thoroughness
- Recognize when to revisit or adjust decisions

Timeliness
of Decisions

Advanced Skills

Timeliness of Decisions



Type In Action

- All types can come to closure on decisions. The challenge for some is that they may come to closure too soon, while others may not come to closure soon enough.

Timeliness
of Decisions



Advanced Skills

Timeliness of Decisions



Development Tips

EJ & EP

- **EJ:**

Likely Strengths

- You are likely to be decisive in driving the decision-making process forward with action-oriented leadership.
- You tend to be efficient in implementation, ensuring that decisions are executed promptly without unnecessary delays.

Tips for Development

- Remember to take time to reflect on your decisions. Set review points to revisit and adjust quick decisions if necessary.
- Allow enough time for input from others and remain open to modifying plans should new information emerge.

- **EP:**

Likely Strengths

- You are likely to enjoy jumping in to deal with rapidly evolving situations and responding swiftly to new information.
- You tend to be open to new options that allow you to pivot quickly and respond to emerging situations.

Tips for Development

- Take reflection time to ensure enough thoroughness in decision-making before jumping into action.
- Remember to be clear and to articulate decisions that have been made, along with how these connect to your actions.

Timeliness
of Decisions

Advanced Skills

Timeliness of Decisions



Development Tips

IJ & IP

- **IJ:**

Likely Strengths

- You likely approach decision-making thoughtfully and systematically by researching information thoroughly.
- You tend to set structured timelines and plans to support the full implementation of your decisions.

Tips for Development

- Avoid over-researching or gathering excessive data that can delay your decisions. Set deadlines to encourage timely decision-making.
- Invite others' perspectives early to balance your internal research and thorough problem analysis.

- **IP:**

Likely Strengths

- You tend to be reflective and thorough in decision-making, exploring all aspects thoroughly before finding the ideal solution.
- Your thoughtful observation keeps you open to new options and ensures your decisions align with emerging possibilities.

Tips for Development

- Set decision deadlines that stakeholders agree on to avoid excessive deliberation and ensure timely action.
- Let others in on your decision-making, and articulate your thought process so that, even if you revise your decisions later, others understand your rationale.

**Timeliness
of Decisions**