



वसुधैव कुटुम्बकम्  
ONE EARTH • ONE FAMILY • ONE FUTURE

# Effective Decision Making

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**Session 2, Soft Skills Program, VMSBUTU, Dehradun, India, 27 April, 2023**

# Outline

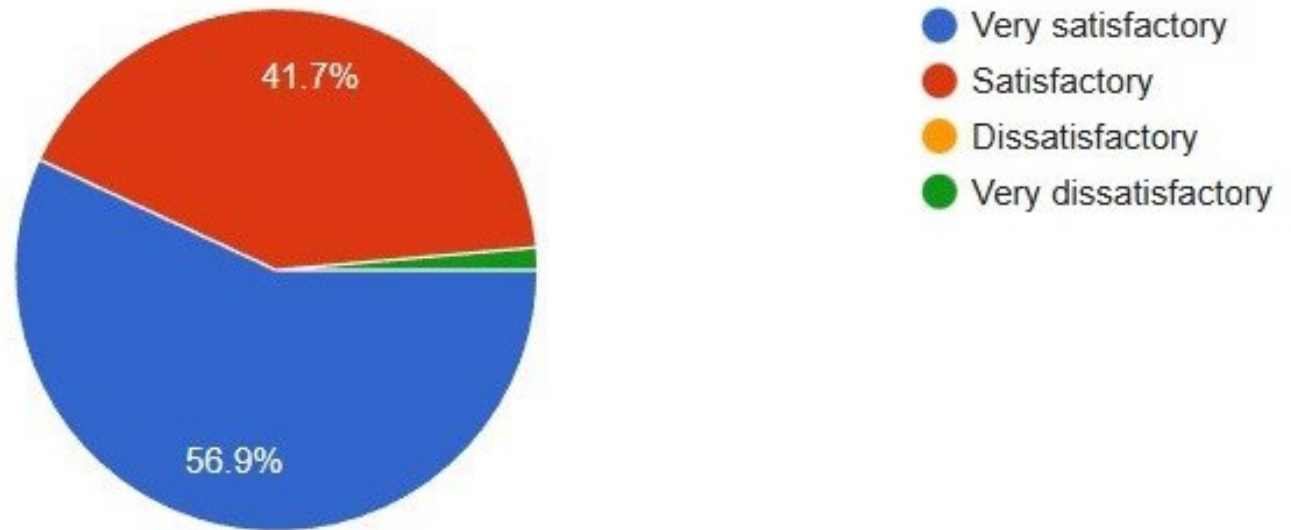
- Session 1 Feedback and Recap
- My Life's Journey vis-à-vis Decision Making
- Quotes on Decision Making
- Professional Decision Making
- Personal Decision Making
- Decision Making during COVID-19 Pandemic
- Decision Making Models
- Decision Making In action
  - ✓ Best Practices
- Ethical Decision Making
- References
- **Your Two Key Takeaways from the Session**

# Session 1 - LE Feedback

## Q1. Overall Session Quality – 98.6%

Overall quality of the session

72 responses

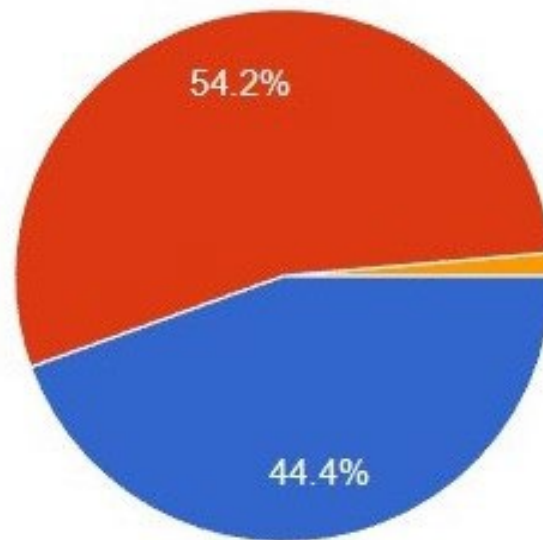


# Session 1 – LE Feedback

## Q2. Learnt New Skills – 98.6%

Learnt new skills from this session

72 responses



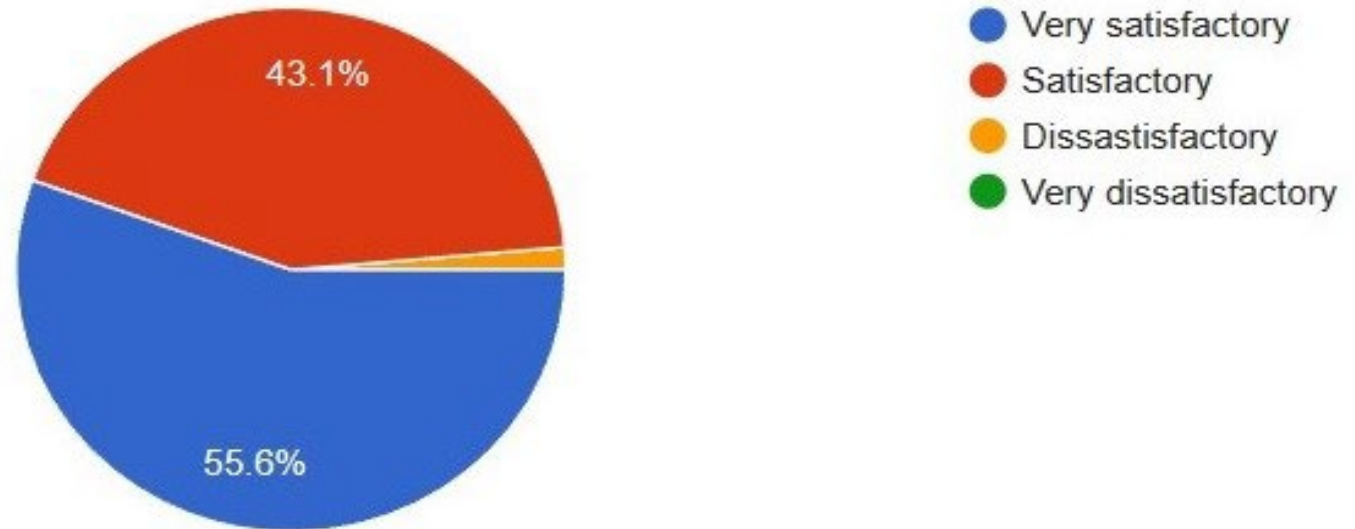
- Very satisfactory
- Satisfactory
- Dissatisfactory
- Very dissatisfactory

# Session 1 – LE Feedback

## Q3. Applicability of Skills – 98.7%

Ability to apply new skills and knowledge in personal and professional life

72 responses





# Session 1 (LE) – YouTube Recording

<https://www.youtube.com/live/U4Fu4nYJePk?feature=share>

# Leadership Excellence Summary



- Leadership is all about **Influencing, Igniting, and Inspiring** Ordinary People to do **Extra-Ordinary things**
- **Leaders define Purpose, create Vision, identify Key Strategies, Allocate Right Resources, and Achieve Results through People**
- **Leadership is about Walking the Talk (Practice)**

# My Life's Journey & Decision Making

- |          |                                  |                               |
|----------|----------------------------------|-------------------------------|
| 1. 1951  | – Lost both parents              | - Focus on Education          |
| 2. 1959  | – Temporary Blindness            | - 30 years later, BFI NGO     |
| 3. 1964  | – Joined BHU, Varanasi           | - Undergraduate Education     |
| 4. 1968  | – Joined IIT Chicago, USA        | - Graduate & PG Education     |
| 5. 1976  | – Joined IGT, Chicago            | - Energy Applied Research     |
| 6. 1982  | – Joined AT&T Bell Labs          | - Initiation in Quality Field |
| 7. 1987  | – Joined Am. Soc. for Quality    | - Quality Field Exposure      |
| 8. 1989  | – Established BFI (NGO)          | - Free Chakshu Daan           |
| 9. 1993  | – Joined IIT Stuart Sch. of Bus. | - Initiation in Academics     |
| 10. 2000 | – Established Bus. Exc. Inc.     | - Entrepreneurship            |
| 11. 2000 | – Training/Teaching in India     | - Academic Excellence         |
| 12. 2013 | – TEDx Talks, India & USA        | - Gift of Giving, Soc. Resp.  |
| 13. 2013 | – Soft Skills Program in India   | - Free Gyan Daan              |
| 14. 2016 | – Fulbright Specialist App.      | - International Exposure      |
| 15. 2020 | – Associated with AICTE          | - NEP 2020 Implementation     |



# Quotes on Decision Making

- ***“If I had to sum up in a word what makes a good manager, I’d say ‘decisiveness.’ You can use the fanciest computers to gather the numbers, but in the end you have to set a timetable and act.” - Lee Iacocca***
- ***Greatness is not a function of circumstance. Greatness, it turns out, is largely a matter of conscious choice, and discipline. – Jim Collins***
- ***Most discussions of decision making assume that only senior executives make decisions or that only senior executives' decisions matter. This is a dangerous mistake. – Peter Drucker***



# Professional Decision Making

## Opportunities for Decisions:

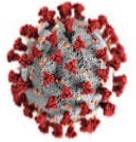
- Hiring
- On-boarding (orientation – when & how)
- Initial training, ongoing training
- Initial assignment, ongoing assignments
- Performance feedback
- Coaching
- Mentoring
- Professional growth
- Promotions
- Terminations
- Capital projects
- Strategic planning
- Team formations
- Managing Suppliers
- Time management
- How to manage change - Improvement areas
- To Do List

# Personal Decision Making

## Opportunities for Decisions:

- Schooling (you, spouse, children)
- Jobs (you, spouse)
- Financial (where, when, and how to invest)
- Shopping (Durable and non-durable goods)
- Housing
- Automobile
- Appliances
- Clothing
- Church/Synagogue/Temples
- Sports to play/watch
- Vacations
- Hobbies
- Personal improvements
- Books to read
- Time management
- To Do List

# Decision Making During COVID-19



## •Follow Hygiene Tips (Use Expert Advice):

- ✓ Hand Washing with Soap and Water (minimum 20 Seconds at a time)
- ✓ Social Distancing while in public (maintain a minimum 6 feet distance)
- ✓ Wear Face Mask when you go out
- ✓ Use Gloves as appropriate

## •Develop Healthy Habits:

- ✓ Eat healthy foods to boost your immunity
- ✓ Exercise regularly

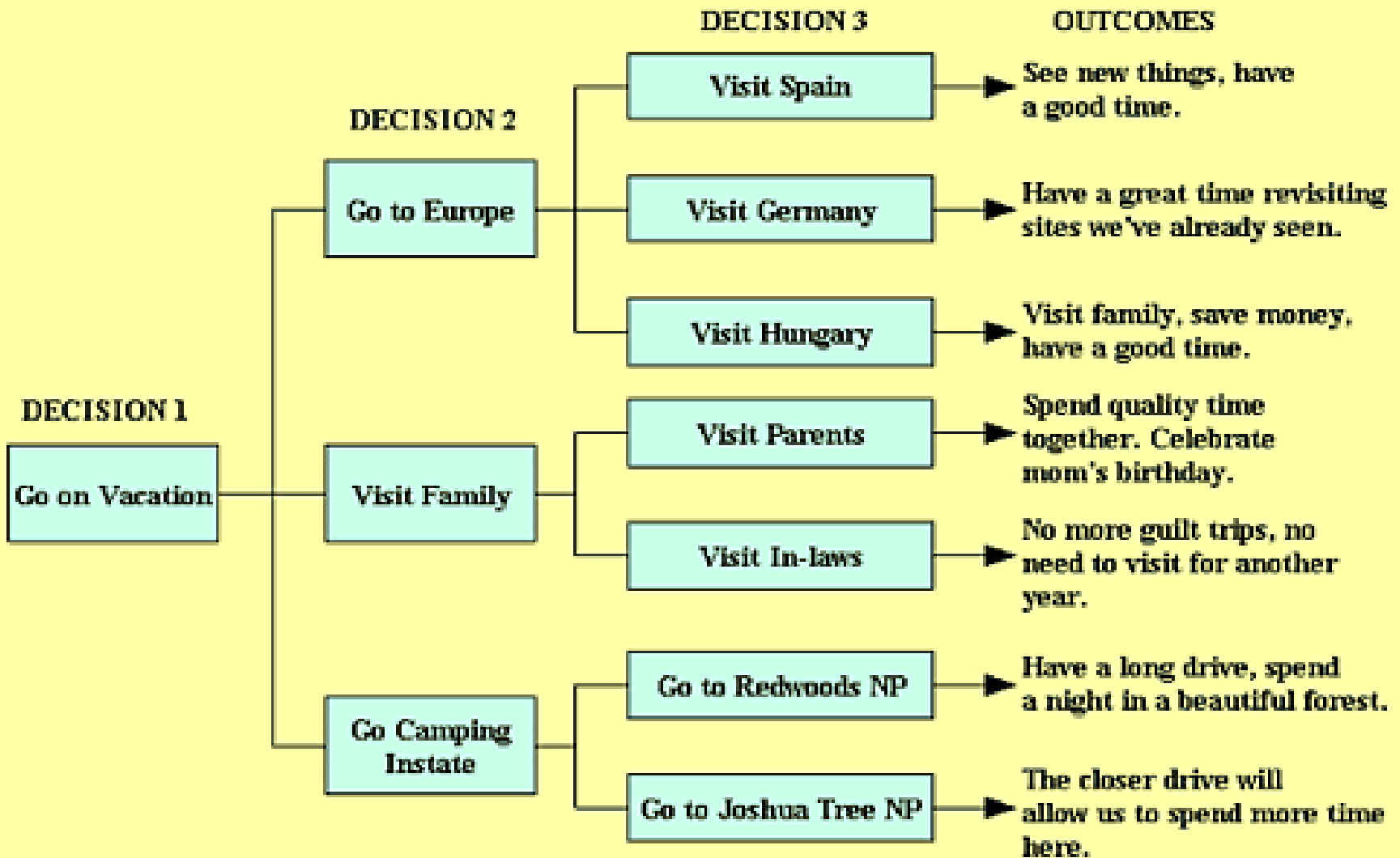
## •Make Behavioral Changes:

- ✓ Adjust to No or Minimum Social Gatherings
- ✓ Look after Children and Elderly and Share in the House Chores

## •Adjust to Modern Technological & Workplace Changes

- ✓ More Virtual Meetings and Collaborations
- ✓ Distance Learning

# Tree Diagram – A Decision Making Tool



# Decisions - Choice of Branches

Business

Engineering

**Fine Arts  
Liberal Arts  
Life Sciences  
Pharmaceuticals**

Law

Medicine

# Decisions – Meaningful Work

Corporate

Entrepreneur

**NGO  
R&D Labs**

Educator

Government

# YouTube Video

**Group Decision Making (3.34 min)**

<http://www.youtube.com/watch?v=rIfolkJzIxU>





# Decision Making Models

- **Decision making is a skill that is learned, and it improves with practice.**
- One helpful method for learning to make better decisions is to **examine basic decision-making models** that outline the process of arriving at a conclusion.
  - **Scientific** – Knowledge based (detective approach)
  - **Ethical** – Doing the right thing (moral approach)
  - **Economical** – Net gain (Cost-benefit approach)
  - **Political** – Palatable to people (subjective approach)
  - **Experience** – Past knowledge (familiarity approach)
  - **Habitual** – Default based (passive approach)

*Source: "A Decisive Model", Tim Laurent, Training & Conditioning, 12.7, October 2002.*



# Nine Steps to Decision Making

- When we have **many options and pending decisions**, life can oftentimes feel **overwhelming**. **A decision is as easy, or as complicated, as we choose to be.**
- **We need to take control and decide to be decisive.** When you are clear and sharp on your decision, other will not second guess you; instead they'll back you up.
- **To develop the ability to be decisive is simply a mindset; a mental attitude that comes with practice and persistence.**
- **Nine Steps to be decisive:**
  - ✓ **Believe** (you are decisive)
  - ✓ **Visualize** (as quick and firm decision maker)
  - ✓ **“No Bad Decisions”** (action beats inaction)
  - ✓ **Be Brave** (don't be afraid to make mistakes)
  - ✓ **Faith** (listen to your instinct)
  - ✓ **Take a Step Back** (expand possibilities)
  - ✓ **Set Time Limit** (decide under tight deadlines)
  - ✓ **Persistent Practice** (make fast decisions, often)
  - ✓ **Think Out Loud** (clearly define question, write down options, and assumptions)



# Conquering a Culture of Indecision

- The single greatest cause of corporate underperformance is the **failure to execute**.
- Such failures usually result from misfires in personal interactions.
- More often than not, they're typical of the way **large and small decisions are made (or not made)** throughout an organization.
- The inability to take decisive action is rooted in a company's **culture**
- **Leaders create this culture of indecisiveness, Dr. Ram Charan** says—and they **can break it by doing three things**:
  - Must engender intellectual honesty in the connections between people.
  - Must see to it that the **organization's social operating mechanisms**— the meetings, reviews, and other situations through which people in the corporation transact. business—**have honest dialogue at their cores**.
  - Must ensure that **feedback and follow-through** are used to **reward high achievers, coach those who are struggling, and discourage those whose behaviors are blocking the organization's progress**.

# Who Makes the Decisions?

- Every success, every mishap, every opportunity seized or missed stems from a decision someone made—or failed to make. Yet in many firms, **decisions routinely stall inside the organization—hurting the entire company’s performance.**
- The culprit? **Ambiguity over who’s accountable for which decisions.**
- **How to clarify decision accountability?**
- Assign clear roles for the decisions that most affect your firm’s performance—such as which markets to enter, where to allocate capital, and how to drive product innovation. Think **“RAPID”**:
  - R - Who should **recommend** a course of action on a key decision?
  - A - Who must **agree** to a recommendation before it can move forward?
  - P - Who will **perform** the actions needed to implement the decision?
  - I - Whose **input** is needed to determine the proposal’s feasibility?
  - D - Who **decides**—brings the decision to closure and commits the organization to implement it?

**When you clarify decision roles, you make the right choices—swiftly and effectively.**

*Source: On Making Smart Decisions, Pages 135-160, Harvard Business School Publishing, 2011.*



# A Decision Diagnostic

**CONSIDER THE LAST THREE MEANINGFUL decisions** you've been involved in and ask yourself the following questions (Reflect on this when you have some spare time):

1. Were the decisions right?
2. Were they made with appropriate speed?
3. Were they executed well?
4. Were the right people involved, in the right way?
5. Was it clear for each decision:
  - who would recommend a solution?
  - who would provide input?
  - who had the final say?
  - who would be responsible for following through?
6. Were the decision roles, process, and time frame respected?
7. Were the decisions based on appropriate facts?
8. To the extent that there were divergent facts or opinions, was it clear who had the D?
9. Were the decision makers at the appropriate level in the company?
10. Did the organization's measures and incentives encourage the people involved to make the right decisions?

*Source: On Making Smart Decisions, Page 158, Harvard Business School Publishing, 2011.*

# Why Good Leaders Make Bad Decisions?

- Leaders make decisions largely through unconscious processes that neuroscientists call **pattern recognition and emotional tagging**. These processes usually make for **quick, effective decisions**, but they can be **distorted by self-interest, emotional attachments, or misleading memories**.
- Managers need to find systematic ways to recognize the **sources of bias**—what the authors call “**red-flag conditions**”—and then design safeguards that introduce **more analysis, greater debate, or stronger governance**.
- **Red-Flag Conditions:**
  - **Presence of Inappropriate Self-Interest**
  - **Presence of Distorting Attachments**
  - **Presence of Misleading Memories**

*Source: On Making Smart Decisions, Pages 199-216, Harvard Business School Publishing, 2011.*

# Stop Making Plans: Start Making Decisions

- Most executives view **traditional strategic planning as worthless. Why?** The process contains **serious flaws** as follows:
  - First, it's conducted **annually**
  - Second, it **unfolds unit by unit (no synergy)**
- Frustrated by these constraints, **executives routinely sidestep their company's formal strategic planning process**—making **ad-hoc decisions** based on scanty analysis and meager debate. **Result? Decisions made incorrectly, too slowly, or not at all.**

*Source: On Making Smart Decisions, Pages 217-242, Harvard Business School Publishing, 2011.*

# Stop Making Plans: Start Making Decisions

- **How to improve the quality and quantity of your strategic decisions?**
  - Use **continuous issues-focused strategic planning**. Throughout the year, identify the issues you must resolve to enhance your company's performance—particularly those spanning multiple business units.
  - **Debate one issue at a time until you've reached a decision**. And add issues to your agenda as business realities change.
- **Your Reward?** More rigorous debate and **more significant strategic decisions each year**—made precisely when they're needed.

*Source: On Making Smart Decisions, Pages 217-242, Harvard Business School Publishing, 2011.*





# Stop Making Plans: Start Making Decisions

Here are the **average numbers of major strategic decisions reached per year** in companies that take the following approaches to strategic planning:

- **Annual review focused on business units** - 2.5 decisions per year
- **Annual review focused on issues** - 3.5 decisions per year
- **Continuous review focused on business units** - 4.1 decisions per year
- **Continuous review focused on issues** - 6.1 decisions per year

Source: Marakon Associates and the Economist Intelligence Unit

*Source: On Making Smart Decisions, Pages 223, Harvard Business School Publishing, 2011.*

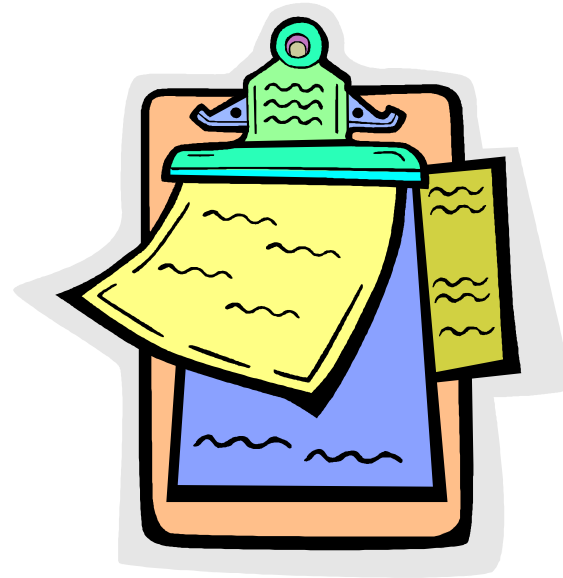
# Time Management Matrix – Stephen Covey

	Urgent	Not Urgent
Important	<b>Q1</b> Crises Deadlines	<b>Q2</b> Prevention Relationship Building Planning Recreation
Not Important	<b>Q3</b> Interruptions Some Meetings Popular Activities	<b>Q4</b> Pleasant Activities Busy Work Time Wasters Trivia

**Guidance** - Spend 90-95% time in Q2; 5-10% in Q1 (fire fighting).  
 Q3 and Q4 avoid them at workplaces.

# Prioritizing - Decision Making

- Do
- Delegate
- Delay
- Dump



# Ethical Decision Making



# What is Ethical Behavior?

. In many situations lines between right and wrong are blurred. Such situations can lead to ethical dilemmas.

When faced with ethical dilemmas, it's important to consider outcomes of the decision-making process. One way of dealing with ethical dilemmas is by using the four way test to evaluate decisions. This test involves asking four questions:

- ✓ Is my decision a truthful one?
- ✓ Is my decision fair to everyone affected?
- ✓ Will it build goodwill for the organization?
- ✓ Is the decision beneficial to all parties who have a vested interest in the outcome?

THERE IS  
NO RIGHT WAY  
TO DO  
A WRONG THING.



# TOP 5

## REASONS TO RUN AN ETHICAL BUSINESS





# Ethics – India Ranking

## ■ World Corruption Index 2022 List (180 countries):

<https://www.transparency.org/en/cpi/2020/index/ind>

Denmark - Rank 1, Score of 90 from 100

Japan - Rank 18, Score of 73 from 100

USA - Rank 24, Score of 69 from 100

China - Rank 65, Score of 45 from 100

**India - Rank 85, Score of 40 from 100**

Somalia and South Sudan - Rank 179, Score of 12 out of 100

## ■ World's Most Ethical Companies 2023 List:

<https://worldsmoethicalcompanies.com/>

**Only 1 company from India on the list of 135 globally - Infosys**  
98 companies on the list are from the USA.

## ■ World Human Development Index (HDI) 2021 - (Published in 2022 - 191 Country Rankings):

<https://hdr.undp.org/data-center/country-insights#/ranks>

**India Rank #132 - 0.633** (Life Expectancy at Birth-**67.2 yr**, Expected yrs of Schooling-**11.9 yr**, Gross National Income/Capita-**\$6,590**)



# Unethical Business Scandals

- **1984 – Bhopal Gas Disaster – Union Carbide (India)**
- 2002 – Enron and Arthur Andersen Bankruptcy (USA)
- 2002 – Global Crossings Bankruptcy (USA)
- 2002 – WorldCom Bankruptcy (USA)
- 2002 – Tyco International Ltd. (USA)
- **2007 – 2G Spectrum Scam (India)**
- **2010 – Commonwealth Games Scandal (India)**
- 2015 – Volkswagen Emissions Scandal (Germany)
- 2016 – Wells Fargo Bank Scandal (USA)
- **2018 – Punjab National Bank (India)**

*Bribery, Dishonesty, Greed, and Unethical Behavior*

# Enron Scandal

<https://www.youtube.com/watch?v=Mt2O1bH8pvw> (4.48 min)



# 5 Signs of Organizational Ethics Scandal

## 1. Urgency and Fear

- Justify scandals as necessity for survival

## 2. Isolation

- Locations far from HQ are vulnerable under authoritarian and competitive leader

## 3. Fragmentation and Plausible Deniability

- Deny personal knowledge of scandal

## 4. Success and Impunity

- Tendency not to question success (slippery slope)

## 5. In-Group Language

- Hide and rationalize unethical behavior

# Value Education in India

## Key Values to Inculcate for Character Building

1. **Ethics**
2. **Honesty**
3. **Integrity**
4. **Compassion for Others**
5. **Practice of Non-Violence**
6. **Practice of Truth**
7. **Respect for Elderly**
8. **Respect for Environment**
9. **Reverence for Teachers (Gurus)**
10. **Spirit of Collaboration and Cooperation**

**Ethics**  
For  
**Success**

**Honesty**

**Integrity**

**Responsibility**

**Trust  
&  
Respect**

**Quality**

**Leadership**

# How Organizations Shape Ethical Conduct



# Key References - Ethics

- Cadbury, Adrian (2017). “Ethical Managers Make Their Own Rules”, HBR, September.
- Cremer, David (2017). “6 Traits That Predict Ethical Behavior at Work”, HBR Web, September.
- Gino, F., Ordonez, L. D., and Welsh, D. (2017). “How Unethical Behavior becomes Habit”, HBR Web, September.
- Harvey, W. S., Velamuri, S. R., and Venkataraman, S. (2017). “Being an Ethical Business in a Corrupt Environment”, HBR Web, September.
- Rivera, K. and Per-Ola, K. (2017). “CEOs are Getting Fired for Ethical Issues More Than They Used to”, HBR Web, June.
- Stark, Andrew (2017). “What’s the Matter with Business Ethics”, HBR, September.
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# Key References – Decision Making

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***Useem et al., (2011), “How to Lead during a Crisis: Lessons from the Rescue of the Chilean Miners”, MIT SMR, Fall 2011.***

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***Lencioni, P. (2002), *The Five Dysfunctions of a Team*, Jossey-Bass, San Francisco, CA.***

***Lencioni, P. (2000), *The Four Obsessions of an Extraordinary Executive*, Jossey-Bass, San Francisco, CA.***

***Morgan, N. (2006), *Running Meetings*, Harvard Business School Press, Boston, MA.***

# Summary – Decision Making

## I. **AMA:**

- ❖ **Ability** determines what you are *capable* of doing
- ❖ **Motivation** determines *how you do* it
- ❖ **Attitude** determines *how well you do* it

## II. **Engage 3Hs:**

- ❖ **Heart** – Emotions
- ❖ **Head** – Ideas and Logic
- ❖ **Hands** – Implementation

III. **Leadership Ability:** To translate vision into action and actions into the next level of vision for decisive decision making.

IV. **Ethical Decision Making is essential for success of individuals and organizations**

V. **Decide to be Life-Long Learners**



# Your Commitment for Decision Making

## - Two Key Takeaways

1. -
2. -



# Soft Skills Program Topics

(8:30 pm – 10:30 pm IST)

1. 24-04-23 Leadership Excellence
2. **27-04-23 Effective Decision Making**
3. 01-05-23 Effective Time Management
4. 03-05-23 Effective Teamwork
5. 08-05-23 Effective Project Management
6. 10-05-23 Career Development Guidance



**Thanks!**  
**Questions, Comments, Key Takeaways?**



# Presenter

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**Dr. Manu Vora** is Chairman and President of Business Excellence, Inc. a global quality management consulting firm. He has **over 48 years** of leadership experience and has guided Fortune 500 companies with Baldrige Performance Excellence assessment. For **over 30 years**, as an Adjunct Professor he teaches Operations Management courses at business schools globally. He has contributed at **over 680** educational institutes world-wide. He is a sought-after speaker on business excellence and quality management topics with **over 1,270 presentations** globally and published **75 scholarly articles**. As an ASQ Influential Voice, he has published **50 blog posts**. In 2013, he gave two TEDx Talks, TEDxIITBHU Varanasi and TEDxIIT Chicago. Since 2013, he has delivered Soft Skills and Quality Management topics using technology to **over 100 colleges/universities** in India benefitting **over 1,200,000** students/ faculty/ professionals. In 2016 he delivered a **Project Management for organizational Excellence**, a **GIAN Course** approved by the **MHRD-GoI** at his alma mater, IIT (BHU). In 2016 he was appointed a **Fulbright Specialist** by the U. S. Department of State. He completed his first Fulbright Specialist Project in March 2018 at IIT (BHU). He serves on the Advisory Board of IUCEE Foundation. He received '**NRI of the Year Award 2018**' in Philanthropy category from Times Now and ICICI Bank. In March 2022, he was recognized by the **World Book of Records, UK for his Social Work**.

He has B.Tech. (Honours, IIT BHU Chemical 1968), M.S. (1970) & Ph.D. (1975) in Chemical Engineering from Illinois Institute of Technology, Chicago, and a MBA (1985) with Marketing Management from Keller Graduate School of Management in Chicago. As the Founder Director and President of Blind Foundation for India (BFI), his team has raised **over \$6 million** to help over one million visually impaired people in India. *ASQ has bestowed on him five Medals. He received "2017 Life-Time Achievement Award from Association of IIT-BHU Alumni, Delhi", "2015 BHU Distinguished Alumnus Award", "2015 & 2000 Rotary International Paul Harris Fellow Medal", "2013 Top 40 Alumni for the First 40<sup>th</sup> Anniversary of Keller Graduate School of Management", "2012 IIT Chicago Alumni Medal", "2011 Ellis Island Medal of Honor", and "2010 U. S. President's Volunteer Service Award". In 1968 he received J. N. Tata Scholarship to pursue his graduate work in the U.S. In 2023 he was included in the **Jewels of India, Volume II** book of prominent Indo-American personalities in the U.S.*