

GETTING IT

RIGHT

THE FIRST TIME



WINNING DECISIONS

J. EDWARD RUSSO & PAUL J. H. SCHOEMAKER

Winning Decisions Getting It Right The First Time

Michael Useem



Winning Decisions Getting It Right The First Time:

Winning Decisions J. Edward Russo, Paul J.H. Schoemaker, 2001-12-26 Business revolves around making decisions often risky decisions usually with incomplete information and too often in less time than we need Executives at every level in every industry are confronted with information overload less leeway for mistakes and a business environment that changes rapidly In light of this increased pressure and volatility the old fashioned ways of making decisions depending on intuition common sense and specialized expertise are simply no longer sufficient Distilling over thirty years of groundbreaking research Winning Decisions written by two seasoned business advisers and world leaders in behavioral decision studies is a comprehensive one of a kind guide to the proven methods of making critical business decisions confidently quickly and correctly Decision making is a business skill which managers often take for granted in themselves and others but it is not as easy as some might think The authors whose expertise has been sought out by over a hundred companies including Arthur Andersen Hewlett Packard IBM and Unilever contend that decision making like any other skill must be developed and honed if it is to be used effectively Winning Decisions offers step by step analyses of how people typically make decisions and provides invaluable advice on how to improve your chances of getting your next big decision right the first time The book is packed with worksheets tools questionnaires case studies and anecdotes analyzing major decisions made by organizations like British Airways NASA Shell Oil and Pepsi Some of the proven straightforward techniques covered in Winning Decisions include how to Reframe issues to ensure that the real problem is being addressed Improve the quality and quantity of your options Convert expert yet conflicting opinions into useful insights Make diversity of views and conflict work to your advantage Foster efficient and effective group decision making Learn from past decisions your own and those of others With Winning Decisions managers and other professionals now have access to a proven set of skills and strategies they need for making the right decision right away

Summary: Winning Decisions BusinessNews Publishing, 2014-11-12 The must read summary of J Edward Russo and Paul Schoemaker's book Winning Decisions Getting It Right the First Time This complete summary of the ideas from J Edward Russo and Paul Schoemaker's book Winning Decisions shows that in order to make effective business decisions you need a decision making process that is structured sound and consistent In their book the authors present a four stage process for making decisions that will help you to envision the problem as a whole and make the right decision that will be beneficial in both the present and the future This summary also highlights the importance of learning from the effects of each decision you make in order to constantly improve your skills Added value of this summary Save time Understand key concepts Expand your decision making skills To learn more read Winning Decisions and find out how you can make the right decisions every time

The Executive's Guide to Information Technology John Baschab, Jon Piot, 2007-07-13 Praise for the The Executive's Guide to Information Technology This book is important reading It offers practical real world insight and pragmatic no nonsense approaches for people who have a stake in corporate IT Lynda

Applegate Henry R Byers Professor of Business Administration Harvard Business School Information systems and processes are very important parts of our due diligence assessment of a company yet the jargon is often more difficult to understand than many foreign languages Baschab and Piot effectively translate IT into words and concepts that businesspeople can easily understand and act upon This book is a helpful reference guide for corporate executives and private equity groups of all types Neal Aronson Managing Partner Roark Capital Group Business success increasingly depends on effective use of IT Effective use of IT depends on the kind of in depth practical insight in this book Baschab and Piot provide a pragmatic approach to information systems investment that should be required reading for senior executives and CIOs alike Erik Brynjolfsson Schussel Professor of Management Director of the Center for Digital Business MIT This book should provide valuable guidance for management and technology consultants The Executive s Guide to Information Technology provides field proven insight on all important aspects of IT planning and execution from governance to applications to operations and infrastructure Gary J Fernandes former vice chairman EDS member of the Board of Directors Computer Associates Baschab and Piot do a great job of laying out the fundamental issues and challenges that every IT organization faces More often than not the issues are not technical in nature but are a reflection of how the IT and business teams work together to define execute and implement new business tools The threshold issue is leadership Often it is difficult for business leaders to feel that they have the skills and perspective to provide that leadership on technical projects The Executive s Guide to Information Technology provides non technical business leaders a solid framework for engaging with their IT peers Tom Nealon Chief Information Officer J C Penney

Bending the Law of Unintended Consequences Richard M. Adler,2020-02-10 This title provides managers executives and other professionals with an innovative method for critical decision making The book explains the reasons for decision failures using the Law of Unintended Consequences This account draws on the work of sociologist Robert K Merton psychologists Amos Tversky and Daniel Kahneman and economist Herbert Simon to identify two primary causes cognitive biases and bounded rationality It introduces an innovative method for test driving decisions that addresses both causes by combining scenario planning and what if simulations This method enables professionals to learn safely from virtual mistakes rather than real ones It also provides four sample test drives of realistic critical decisions as well as two instructional videos to illustrate this new method This book provides leaders and their support teams with important new tools for analyzing and refining complex decisions that are critical to organizational well being and survival

Fast Company The Rules of Business Fast Company's Editors and Writers,2005-10-18 From The Rules of Business Rule 1 The first rule of business is the same as the first rule of life Adapt or die What gets measured gets done Peter Drucker Rule 8 Nothing is more overrated than a new idea Ideas by themselves are worthless It s what you do with them that matters Bet on the jockey not on the horse Malcolm Forbes Best practices usually aren t Christopher Locke co author The Cluetrain Manifesto Rule 49 If it is not right don t do it if it is not true don t say it If you think you re too small to

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Handbook on Responsible Leadership and Governance in Global Business Jonathan P. Doh, Stephen A. Stumpf, 2005 Reading these various non technical articles is undeniably valuable for any person teachers executives students who is concerned about the behaviour of major companies managers in the context of globalisation and economy liberalisation Gestion 2000 A profoundly important book for scholars and leaders alike that makes a vital timely contribution to the behavioral perspectives on leadership and governance Doh and Stumpf along with their world renowned contributors apply solidly anchored academic wisdom to offer fresh ideas on restoring faith in the integrity of American enterprise Jeffrey Sonnenfeld Yale School of Management President and CEO Chief Executive Leadership Institute and author of Leadership and Governance From The Inside Out Ethics social responsibility leadership governance These terms are heard in the classroom in the boardroom and viewed on the front page of newspapers and magazines Yet serious attention to the relationships among these concepts is lacking Although commitments to leadership ethics and social responsibility are evident individuals and companies are falling short in combining these duties into policies and cultures that guide behavior and decisions The missing element is a broad based and integrated approach to responsible leadership and governance This volume provides the leading thinking on these issues and includes a discussion of emerging areas that require future attention The contributors leading scholars in the fields of leadership governance and social responsibility summarize the state of the literature identify complementary insights and perspectives discuss areas of conflict and disagreement and include a provocative and stimulating agenda for further investigation They point up practical consequences of these perspectives in light of developments that have exposed the shortcomings in practice Several

contributors focus specifically on the challenges faced by global companies in developing and maintaining leadership and governance practices that are responsive to different national institutional and cultural settings Thorough coverage and insightful discussion make this an essential reference for scholars and students of leadership corporate responsibility and professional ethics as well as for all those directly responsible for establishing the ethical codes and practices of their organizations

Boombustology Vikram Mansharamani, 2019-04-23 The new fully updated edition of the respected guide to understanding financial extremes evaluating investment opportunities and identifying future bubbles Now in its second edition Boombustology is an authoritative up to date guide on the history of booms busts and financial cycles Engaging and accessible this popular book helps investors policymakers and analysts navigate the radical uncertainty that plagues today's uncertain investing and economic environment Author Vikram Mansharamani an experienced global equity investor and prominent Harvard University lecturer presents his multi disciplinary framework for identifying financial bubbles before they burst Moving beyond the typical view of booms and busts as primarily economic occurrences this innovative book offers a multidisciplinary approach that utilizes microeconomic macroeconomic psychological political and biological lenses to spot unsustainable dynamics It gives the reader insights into the dynamics that cause soaring financial markets to crash Cases studies range from the 17th Century Dutch tulip mania to the more recent US housing collapse The numerous cross currents driving today's markets trade wars inverted yield curves currency wars economic slowdowns dangerous debt dynamics populism nationalism as well as the general uncertainties in the global economy demand that investors policymakers and analysts be on the lookout for a forthcoming recession market correction or worse An essential resource for anyone interested in financial markets the second edition of Boombustology Adopts multiple lenses to understand the dynamics of booms busts bubbles manias crashes Utilizes the common characteristics of past bubbles to assist in identifying future financial extremes Presents a set of practical indicators that point to a financial bubble enabling readers to gauge the likelihood of an unsustainable boom Offers two new chapters that analyze the long term prospects for Indian markets and the distortions being caused by the passive investing boom Includes a new foreword by James Grant legendary editor of Grant's Interest Rate Observer A comprehensive exploration of how bubbles form and why they burst Boombustology 2nd Edition is packed with a wealth of new and updated information for individual and institutional investors academics students policymakers risk managers and corporate managers alike

Solutions Frank Fletcher, 2016-04-01 There are some events in life that are inevitable and the emergence of problems in the workplace is one Solutions sets out to provide remedies that are accessible practical meaningful and final Well organized and referenced to specific operations this book provides troubleshooting and other assistance and serves as an encyclopedic reference for answers to organizational problems for managers and practitioners All the functional activities and operations of organizations are included so that almost any problem or issue that may occur will be addressed in one or more chapters Readers will be able to quickly locate understand

and use a specific tool or technique to solve a problem The different tools available are described or a single most useful tool indicated The tool is then explained in depth with an example of how it can be used The strengths and weaknesses of individual tools are identified and there are suggestions for further help Solutions is essential for anyone wanting to learn the basics of business problem solving and those who might know the basics but want to expand their understanding **The Irrational Economist** Erwann Michel-Kerjan,Paul Slovic,2010-01-01 The authors explore how discoveries in decision sciences will enhance traditional ideas about economics and challenges the conventional wisdom about how to make the right decisions in an emerging new era in a book that includes informative charts The Go Point Michael Useem,2006-10-03 The Go Point the moment of truth when you have to say yes or no when it s time to get off the fence Michael Useem through dramatic storytelling shows how to master the art and science of being decisive He places you smack in the middle of people facing their go point where actions or lack of them determined the fates of individuals companies and countries Why on earth did Robert E Lee send General George Pickett on an almost suicidal charge against the Union lines at Gettysburg How does the leader of a firefighting crew make life or death decisions directing his people with little information about weather patterns to guide him to go up or down the mountain One direction means safety the other danger You ve just assumed responsibility for a scandal wracked corporation a company teetering on the brink of disaster What you decide over the course of the next several days will have consequences for thousands of employees and investors How do you fulfill your responsibilities Michael Useem makes you feel as if you are there right in the center of the action He was there tramping up and down the mountain where firefighters made their momentous decisions walking the battlefield at Gettysburg to see for himself just what General Pickett faced before making his ill fated charge going into a trading pit where million dollar buy and sell decisions are made that affect fortunes of both the firm and the person making the call You ll discover why some decisions were flawless perfectly on target and others utterly disastrous Most of all you ll learn how to make the right calls yourself whether you re changing your career hiring an assistant launching a product or deciding on a potential acquisition or merger Smartly written and offering unusual insights into the minds of decision makers such as General Lee The Go Point will provide the guidance for you to move with confidence when it s your turn to get off the fence Also available as an eBook

Decision Making in Natural Resource Management Michael J. Conroy,James T. Peterson,2013-03-18 This book is intended for use by natural resource managers and scientists and students in the fields of natural resource management ecology and conservation biology who are confronted with complex and difficult decision making problems The book takes readers through the process of developing a structured approach to decision making by firstly deconstructing decisions into component parts which are each fully analyzed and then reassembled to form a working decision model The book integrates common sense ideas about problem definitions such as the need for decisions to be driven by explicit objectives with sophisticated approaches for modeling decision influence and incorporating feedback from monitoring programs into

decision making via adaptive management Numerous worked examples are provided for illustration along with detailed case studies illustrating the authors experience in applying structured approaches There is also a series of detailed technical appendices An accompanying website provides computer code and data used in the worked examples Additional resources for this book can be found at www.wiley.com/go/conroy_naturalresourcemanagement

The Power of Intuition Gary Klein, 2007-12-18 At times in our careers we've all been aware of a gut feeling guiding our decisions Too often we dismiss these feelings as hunches and therefore untrustworthy But renowned researcher Gary Klein reveals that in fact 90 percent of the critical decisions we make is based on our intuition In his new book THE POWER OF INTUITION Klein shows that intuition far from being an innate sixth sense is a learnable and essential skill Based on interviews with senior executives who make important judgments swiftly as well as firefighters emergency medical staff soldiers and others who often face decisions with immediate life and death implications Klein demonstrates that the expertise to recognize patterns and other cues that enable us intuitively to make the right decisions is a natural extension of experience Through a three tiered process called the Exceleration Program Klein provides readers with the tools they need to build the intuitive skills that will help them make tough choices spot potential problems manage uncertainty and size up situations quickly Klein also shows how to communicate such decisions more effectively coach others in the art of intuition and recognize and defend against an overdependence on information technology The first book to demystify the role of intuition in decision making THE POWER OF INTUITION is essential reading for those who wish to develop their intuition skills wherever they are in the organizational hierarchy

A Handbook of Process Tracing Methods for Decision Research Michael Schulte-Mecklenbeck, Anton Kuehberger, Joseph G. Johnson, 2011-05-20 This handbook provides a critical review and user's guide to conducting and reporting process tracing studies of decision making Each chapter covers a specific method that is presented and reviewed by authors who are experts in the method's application to decision research The book ultimately illustrates and presents a multi method approach and is essential reading for graduate students and researchers wishing to undertake such studies on decision making

[Proceedings : National Workshop on Recreation Research and Management, February 8-10, 2005, Portland, Oregon ,2007](#) *General Technical Report PNW-GTR ,2007* [Template-driven Consulting](#)

Uwe G. Seebacher, 2012-11-15 Template driven Consulting is a book for managers who have long been searching for a way to cut costs on expensive external business advice Every day new stories of companies that have gone belly up or encounter severe financial troubles show up on the front pages of newspapers across the globe Cost cutting is again the most pressing issue in organizations initiating massive layoffs and large scale reductions in spending on capital goods Template driven Consulting TDC allows your company to trim down expenses at another source external consultants By drawing on the use of templates TDC at last really brings about the often cited knowledge transfer from consultants to your employees Applying TDC your employees are to become your experts whilst you will see the number of and cost for external consultants decrease

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Liability for Products in a Global Economy Dennis Campbell,Susan Woodley,2005-01-01 This year s volume of the Comparative Law Yearbook of International Business deals with the subject of product liability law This is a growing area in which manufacturers and supplies are finding themselves more and more responsible for the quality of their products and for the consequences flowing from any defect therein This book discusses a wide variety of topics which come under the umbrella of product liability ranging from liability for injuries caused by the use of asbestos and other toxic substances to the responsibility of air carriers in hijack situations There is a growing amount of litigation throughout the world tackling the problems arising from the safety of products These laws take into account te manufacturing process the transportation storage and delivery of goods the intended use of products their fitness for such purpose and any warnings or instructions as to use given to consumers and end users This publication also covers the question of jurisdiction in product related litigation particulary in crossborder transactions In many instances a plaintiff will attempt to bring his action in the United States due to the large amount of damages especially punitive damages awarded there by juries in civil actions Defendants on the other hand seek to counter this by raising issues such forum non conveniens There also is the question of state versus federal jurisdiction within the United States as well as a discussion focusing on the possible growth of federalism within the European Union and its impact upon product liability nationally and at a European level A comparison of the divergent cultural attitudes towards property in China and the United States including the different emphases placed upon the ownership and role of property in society demonstrates the different views of product liability Another aspect of defective goods dealt with here is liability for the recall of a dangerous product There is a chain of responsibility stretching from the manufacturer trough various levels of suppliers to the final retailer of goods which is obviously important when attempting to remove dangerous products from the market as quickly as possible before they can cause widespread injury to consumers This has been shown to be particularly relevant in cases involving automobiles and food products Overall therefore product liability law is a vital part of the general law protecting consumers both on a national and international basis which makes this book a very interesting and useful read for anyone involved in this area

Handbook of Leadership Theory and Practice Nitin Nohria,Rakesh Khurana,2010-01-26 The Handbook of Leadership Theory and Practice seeks to bridge this disconnect Based on the Harvard Business School Centennial Colloquium Leadership Advancing an Intellectual Discipline and edited by Harvard Business School professors

Nitin Nohria and Rakesh Khurana this volume brings together the most important scholars from fields as diverse as psychology sociology economics and history to take stock of what we know about leadership and to set an agenda for future research **EBOOK: Behavioral Corporate Finance, 2/e** SHEFRIN,2018-05-18 EBOOK Behavioral Corporate Finance 2 e

How Business Leaders Avoid Conflict (Collection) Michael A. Roberto,2013-08-08 Why Great Leaders Don't Take Yes for an Answer Second Edition offers a powerful framework every leader can use to promote honest constructive dissent and skepticism test their assumptions more thoroughly consider best alternatives make better choices and align organizations to act on their decisions In this new edition Roberto presents new cases from Google Ford Intuit and others plus expands coverage to more deeply illuminate his decision making approach Offering both positive and negative examples he presents a well rounded view of how to determine when yes means yes when it doesn't and what to do when it doesn't Roberto explains why good process entails the astute management of the social political and emotional aspects of decision making in other words why effective leaders are well served by carefully deciding how to decide Know What You Don't Know How Great Leaders Prevent Problems Before They Happen lays out the key skills and capabilities required to ensure that problems do not remain hidden in your organization It explains how leaders can become effective problem finders unearthing problems before they destroy an organization The book explains how leaders can become an anthropologist going out and observing how employees customers and suppliers actually behave It then goes on to present how they can circumvent the gatekeepers so they can go directly to the source to see and hear the raw data hunt for patterns including refining your individual and collective pattern recognition capability connect the dots among issues that may initially seem unrelated but in fact have a great deal in common give front line employees training in a communication technique encourage useful mistakes including creating a Red Pencil Award and watch the game film where leaders reflect systematically on their own organization's conduct and performance as well as on the behavior and performance of competitors

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