

Decision Making, Emotional or Rational?

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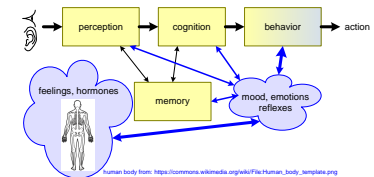
Abstract

As scientists and engineers, we strive for rational decision making. However, whenever humans take decision, their emotions play a dominating role. How can we cope with emotions and achieve a good balance between emotion and ratio?

Distribution

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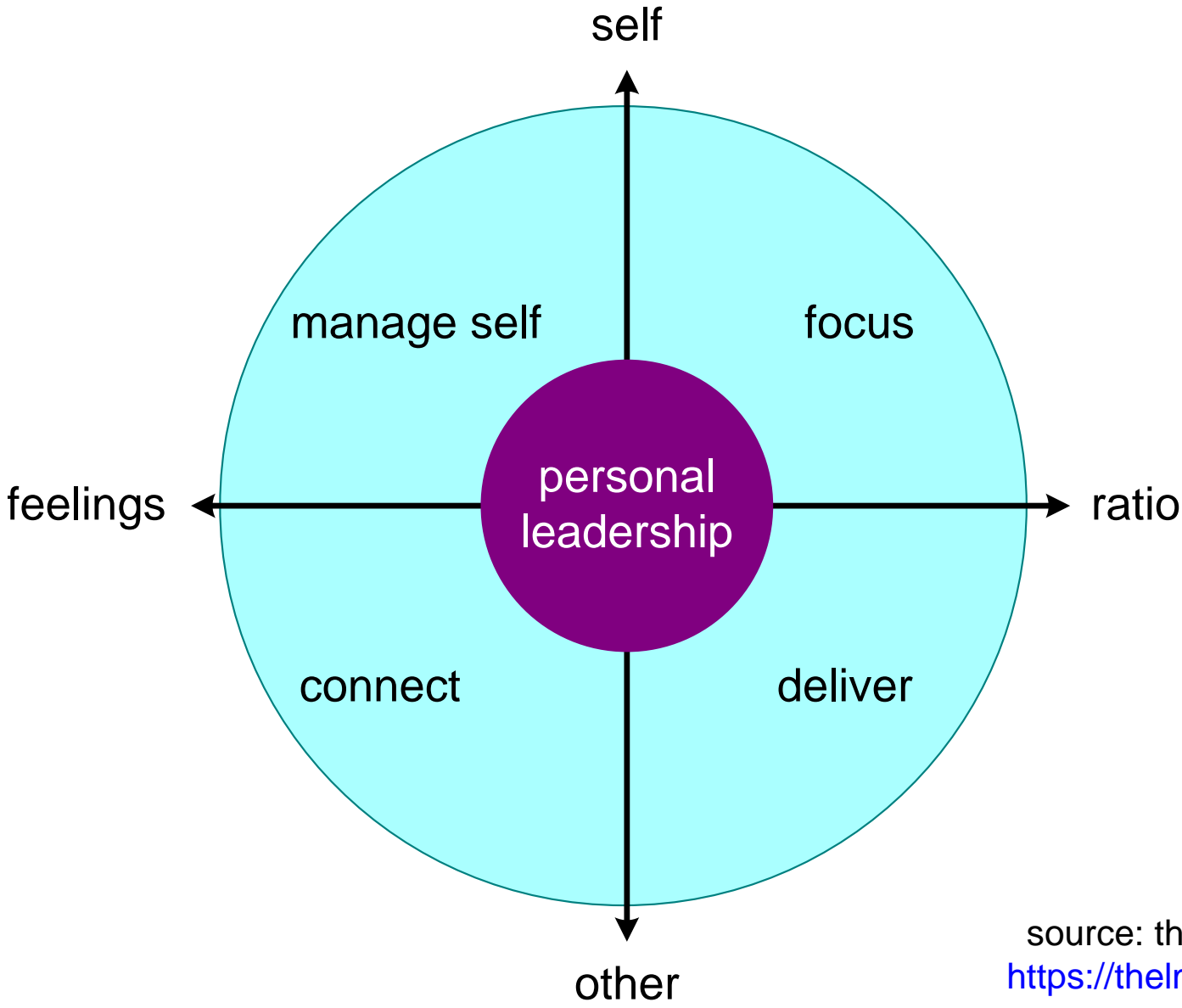
May 17, 2025
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Goals of Today

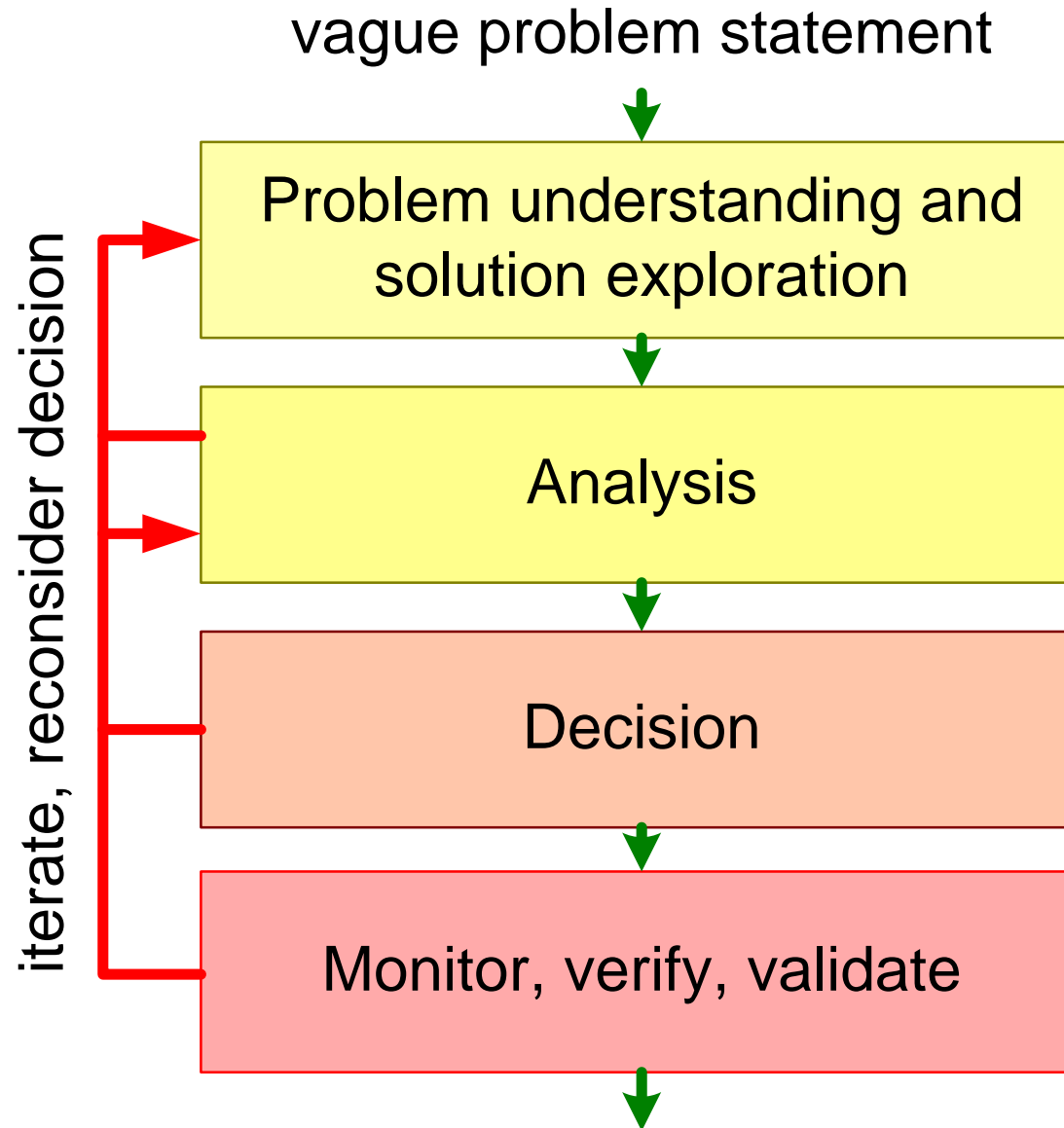
- Share the KPA **Strategy** to make it “**alive**”
- Learn about **Decision Making**
- Learn about the relevance of **emotions** in Decision Making
- Get to know **colleagues** better

Effective Team Work Requires Coping with Feelings and Ratio

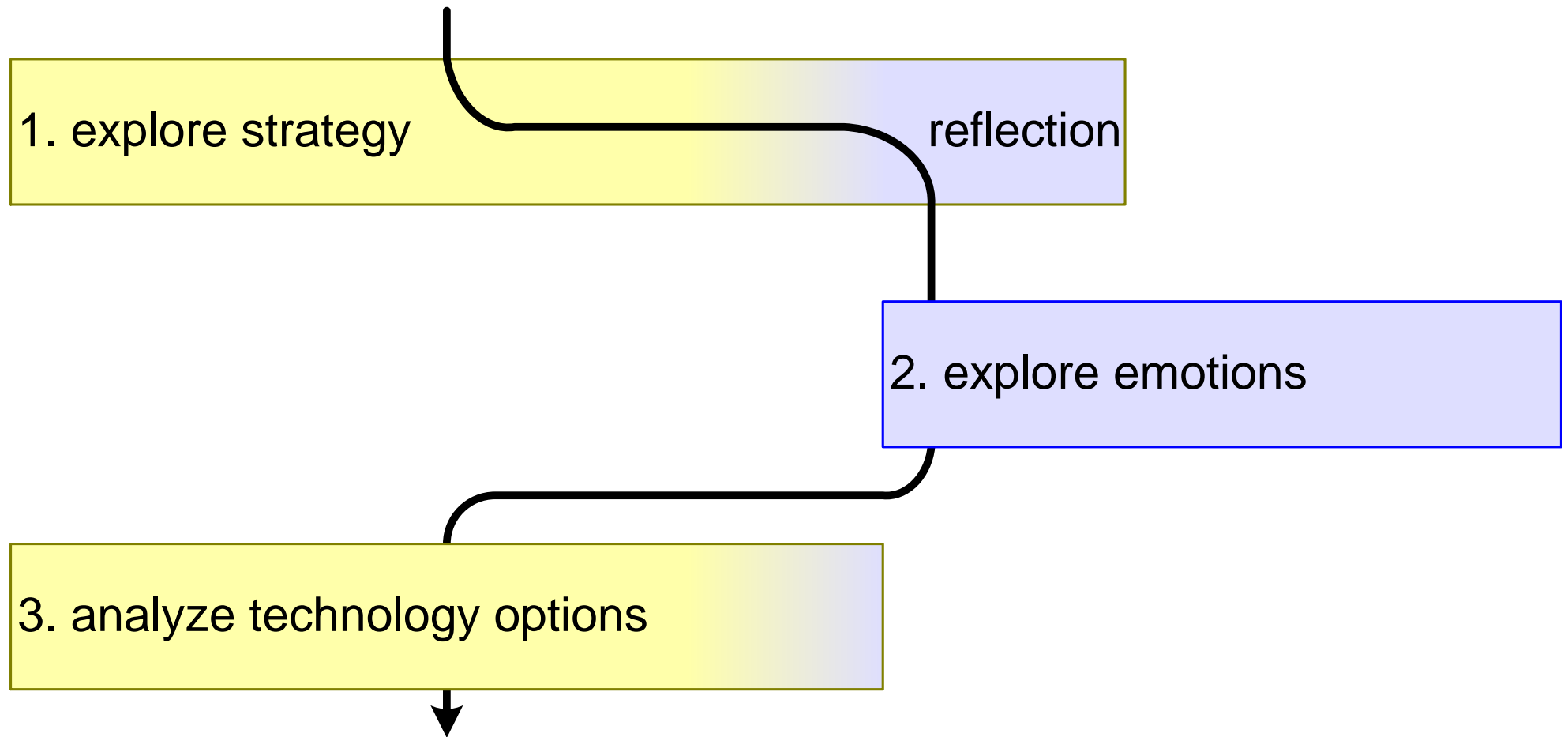


source: the LMS group
<https://thelmsgroup.nl/en/>

A Simple Decision Making Process



Visualization of the Program; Alternating Perspectives



BreakOut Session 1, Explore the Strategy

Individual preparation, 5 minutes:

- How does your own work fit in the strategy?
- How does the strategy support your work?

Discuss as breakout group at department level:

- What do you like about the KPA Strategy
- What questions do you have about the KPA Strategy?
- Make a flipover with what you like and questions

Read the flips of other groups.

Copy good ideas from other groups, add them with a sticker to your own flip

> minimal 2 ideas per person

> Be **curious**, how do others think?

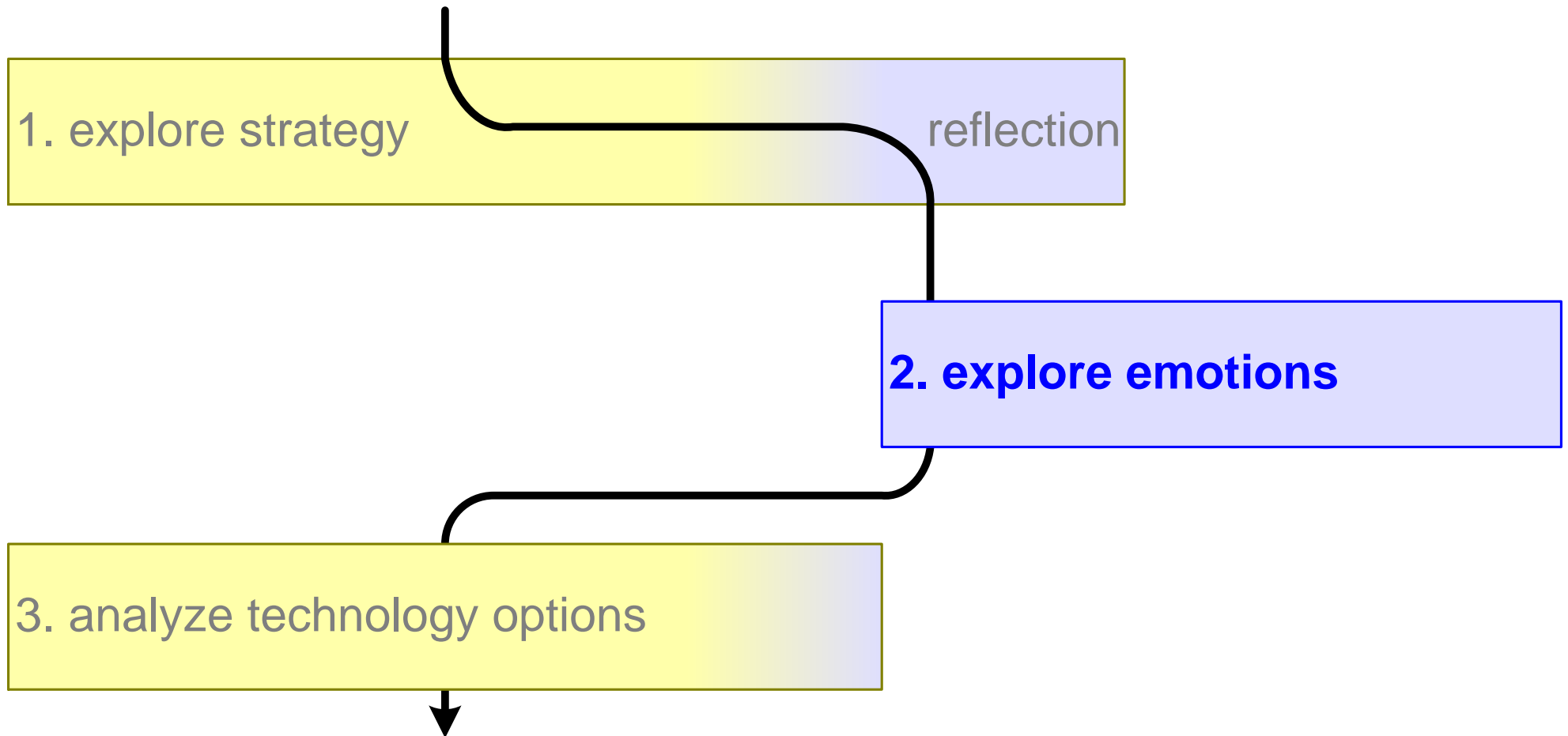
Reflect on Your Feelings and Emotions

Individual, reflect using these questions

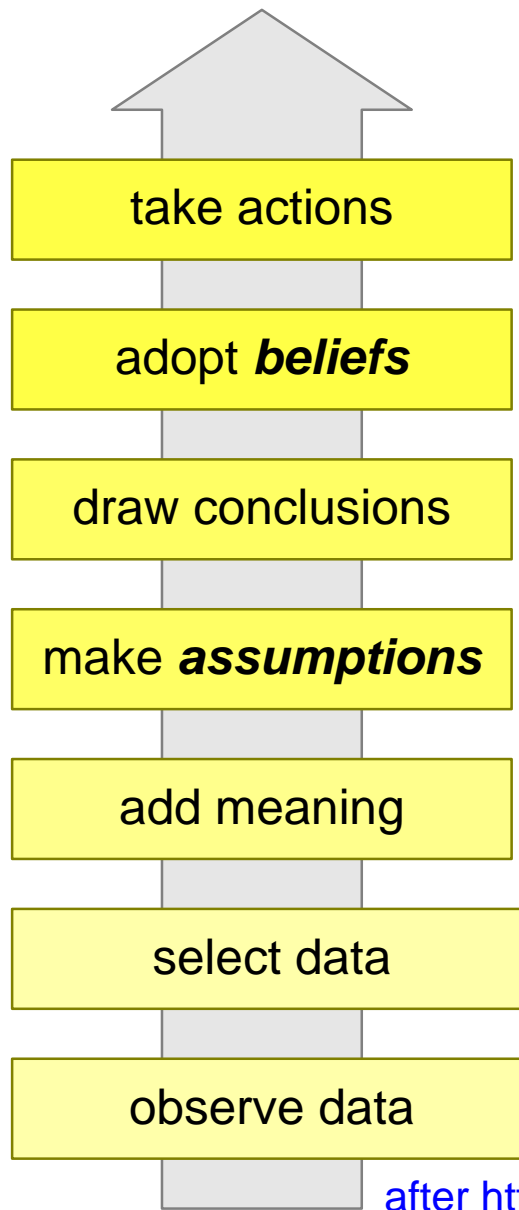
- What did you **feel** (that means in your body, physical) and what **emotions** did you experience, during the strategy discussion?
- What **triggered** these **feelings and emotions**?

Duos, make a brief walk with someone you haven't spoken recently, telling each other about your reflections on emotions and feelings.

Step 2: Explore Emotions



Argyris Model from Observation to Action



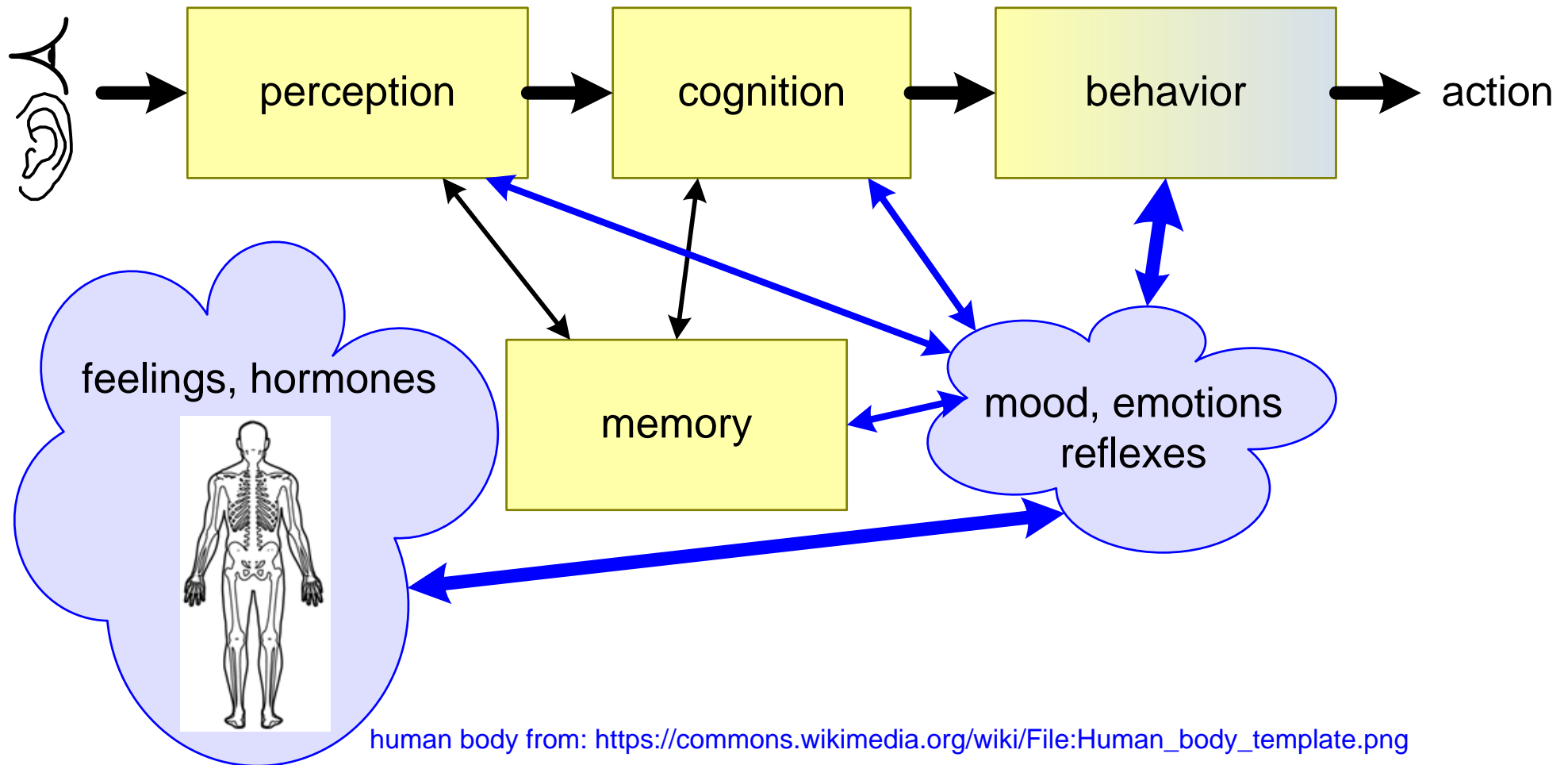
The “Ladder of Inference” originally proposed by Chris Argyris and developed by Peter Senge and his colleagues [The Fifth Discipline Fieldbook] illustrates how these biases can be built into our thinking. <https://pivotalthinking.wordpress.com/tag/ladder-of-inference/>

reflexive loop

beliefs influence
what we observe

after <https://pivotalthinking.files.wordpress.com/2011/11/plain-inference.png>

Gerrit's Naive Conceptual Model of Humans



BreakOut Session 2, Exploring Feelings and Emotions

Individual, think of a recent (at work, at home, or elsewhere) where you responded emotionally. Reconstruct what happened, so that you can share the situation with the breakout group.

In the breakout group, use ~10 minutes per person

- The person briefly **sketches** the **context**, the **situation**, and what **emotions** played a role
- As group, explore the **emotions** and the effect of the emotions on the **behavior** of the persons involved
- Make a flipover showing the emotions and the effects on the behavior

Read the flips of other groups.

What **feelings**, **emotions**, or **behavior** aspects would you like to discuss more?

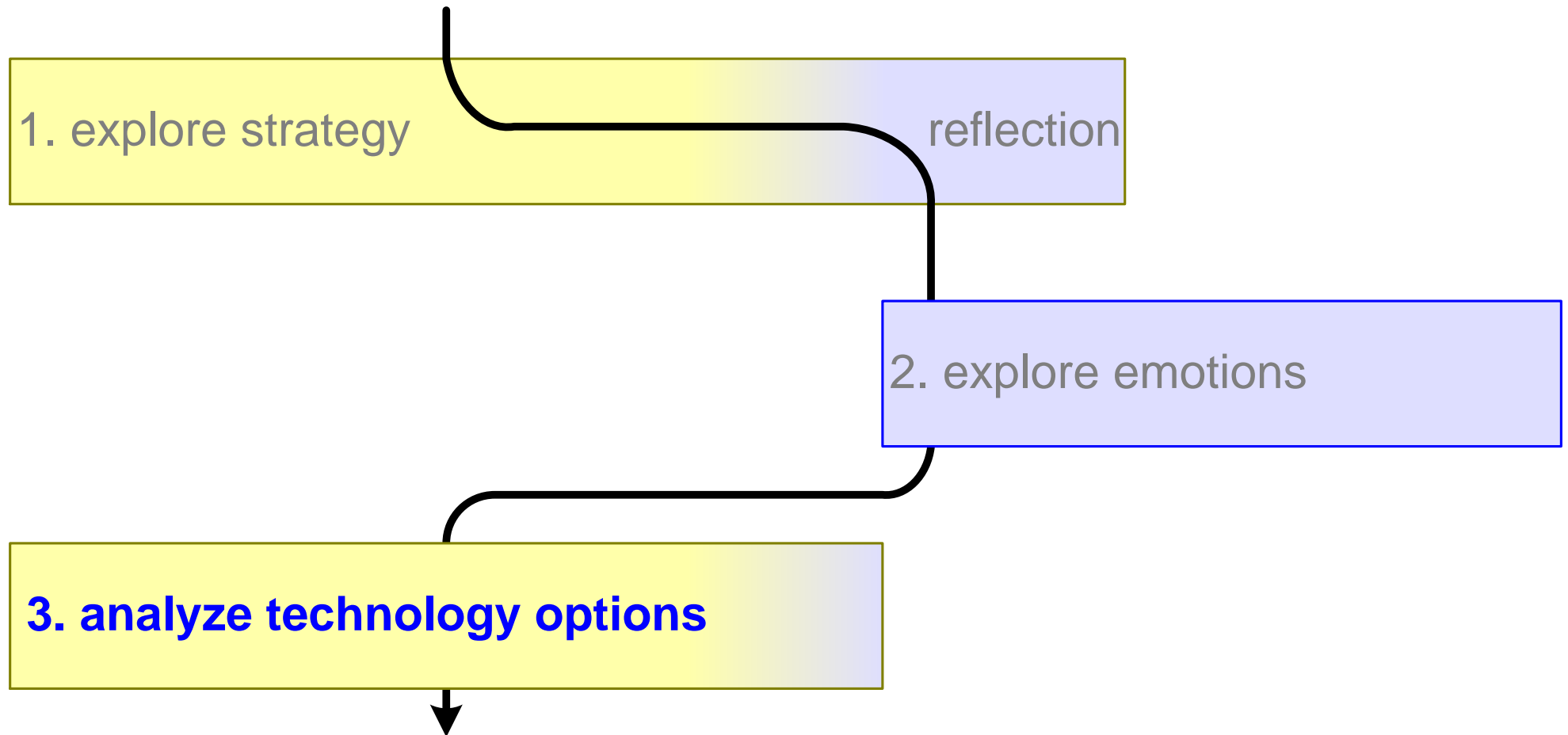
Capture what you want to discuss in a **specific question**

> minimal 1 question per person

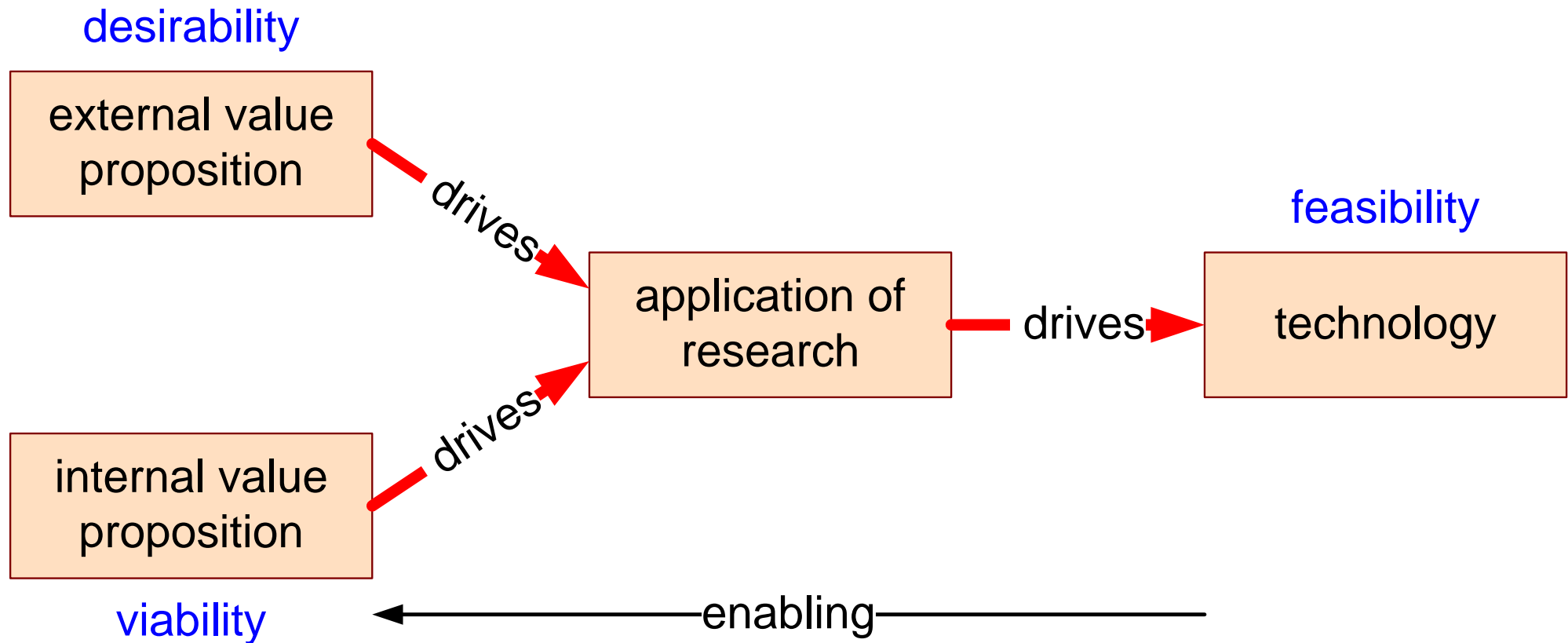
Write the question on a yellow note sticker

> when the facilitator gives the sign attach the sticker to the plenary flip with questions

Step 3: Analyze Technologies



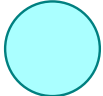

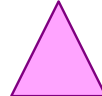
Compare Technologies Using These Perspectives



BreakOut Session 3, Come to a Recommendation with Rationale

Make a **comparison matrix** for some of the **technologies**.

- select at least 3 **technologies** (interesting, hot often debated)
- define 7 to 10 **criteria**, relating to **desirability, viability, and feasibility** for comparison
- **score** the technologies against the criteria, for example using a scale from 1 to 5: **1 = very poor, 5 = very good**, add explaining notes
- formulate a **recommendation** with a **rationale**

	concept 1 	concept 2 	concept 3 
critterion 1	vulnerable MTTR 1	robust 30 hours 3	robust access 5
critterion n	reusing platform 4	reusing platform 4	resource shortage 2
	lowest, because		highest, because

As a group

- Transform the **recommendation** into a pitch to the **department leadership**
- Duration about **1 minute**
- Agree on **who presents** the pitch

A good pitch resonates (emotionally as well as rationally) with leadership as well as all team members