

CREATING GREAT CHOICES

GPMA

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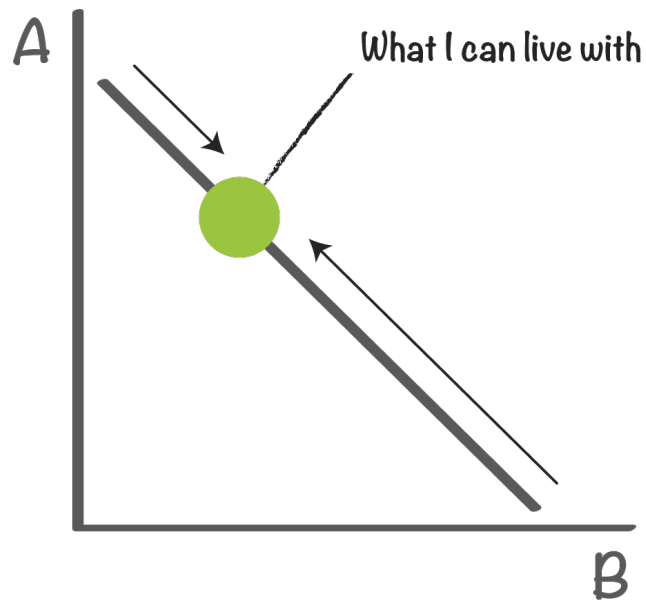
A TALE OF TWO MOVIES



DIFFERENT OBJECTIVES

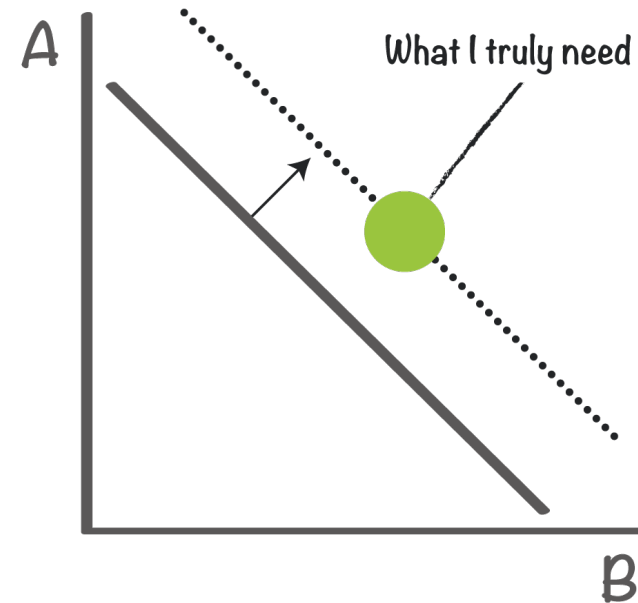
Optimizing:

Trading off to find the point between A & B that I can live with.

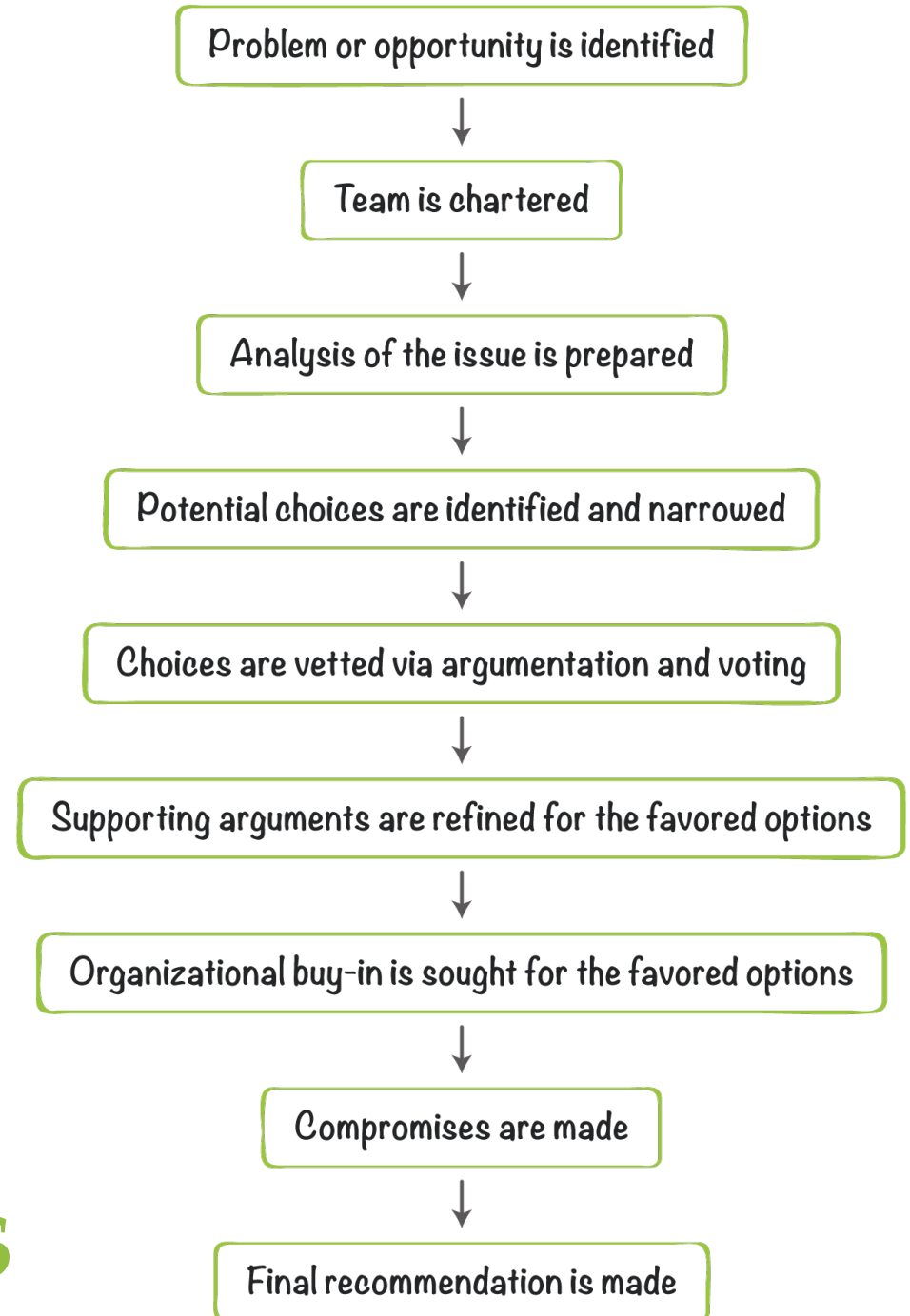


Integrating:

Taking the best of choices A & B, and creatively reconfiguring them to create new value.



HOW WE USUALLY MAKE CHOICES IN ORGANIZATIONS



MAKING CHOICES

- Drive to the right answer
- Seek consensus
- Make the hard trade-offs

DIFFERENT PERSPECTIVE



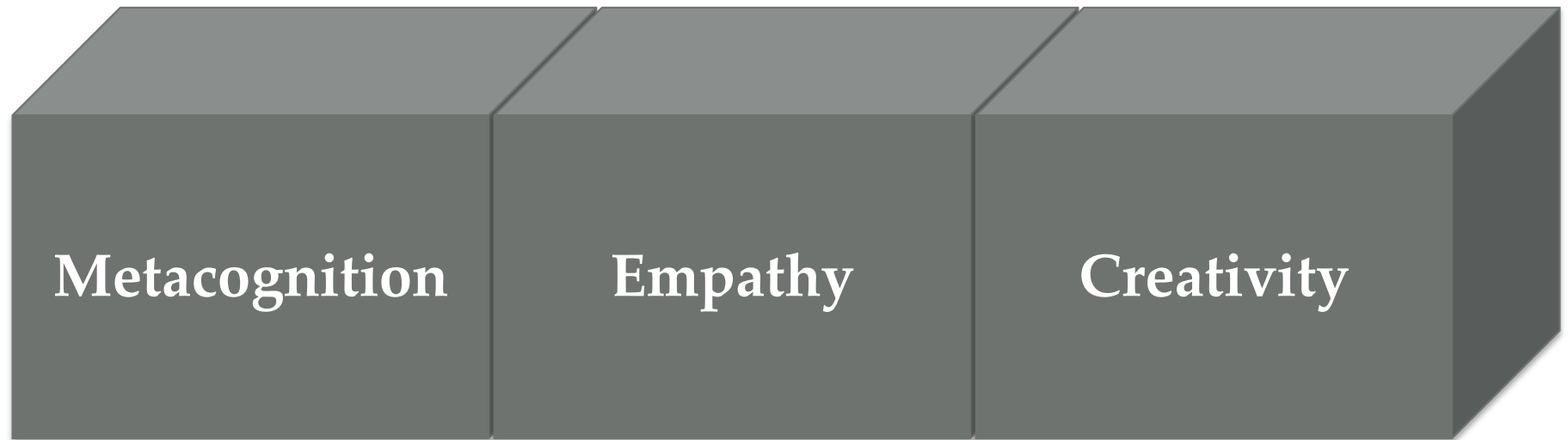
“If we are all in agreement on the decision – then I propose we postpone further discussion of this matter until our next meeting to give ourselves time to develop disagreement and perhaps gain some understanding of what the decision is all about.”

~Alfred P. Sloan

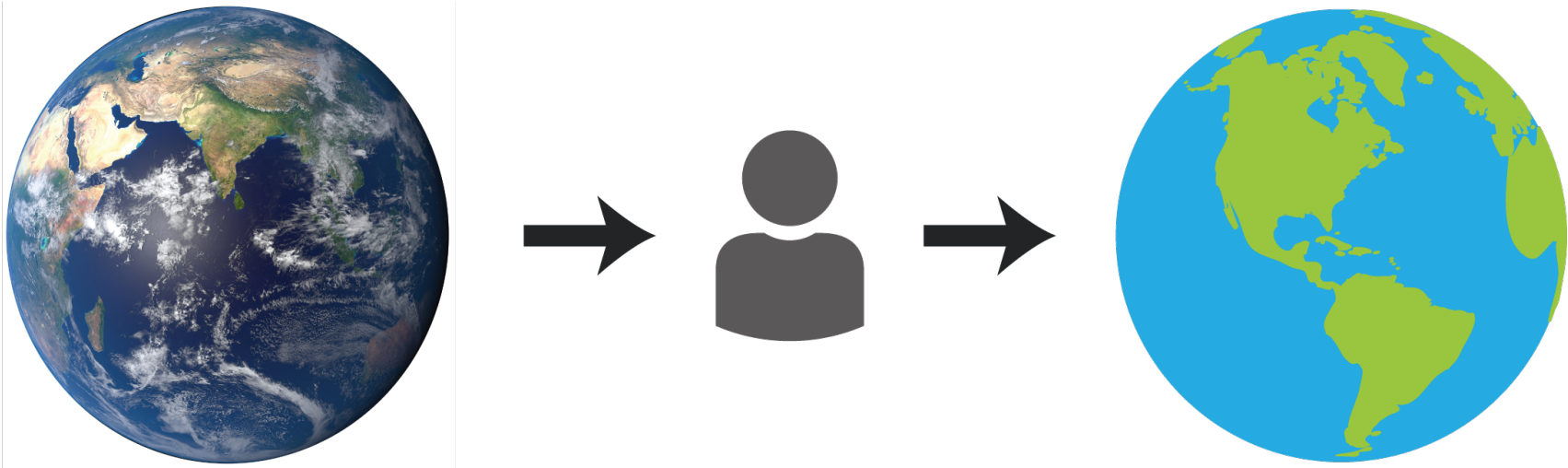
CREATING CHOICES

- Build a great answer
- Leverage opposing ideas
- Make the trade-off when it works, build something new when it doesn't

DIFFERENT BUILDING BLOCKS

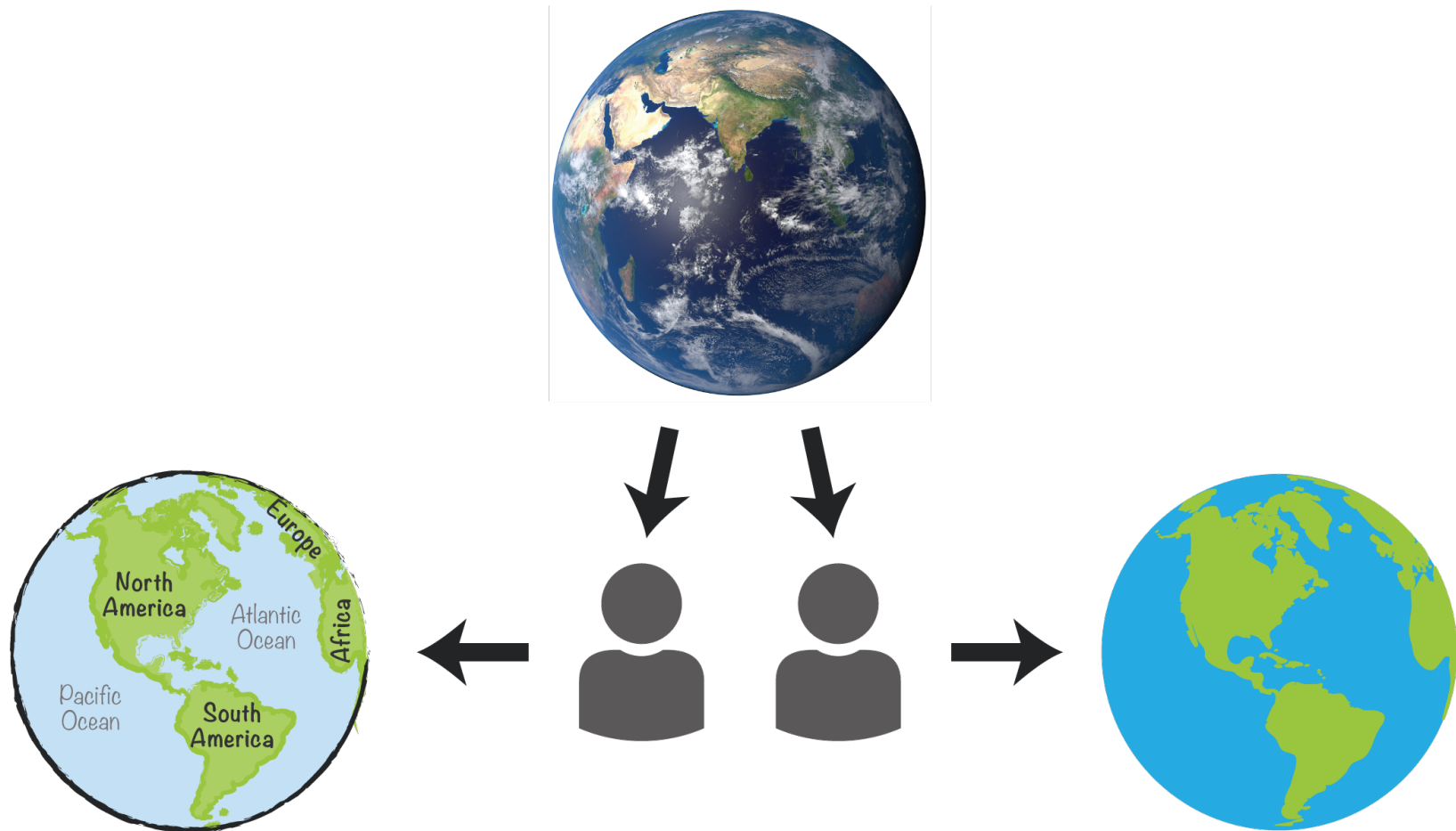


METACOGNITION



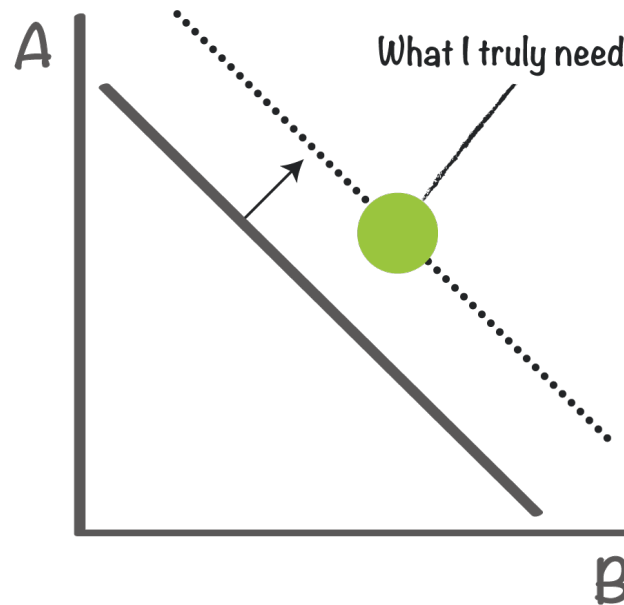
What is my model of the world?

EMPATHY



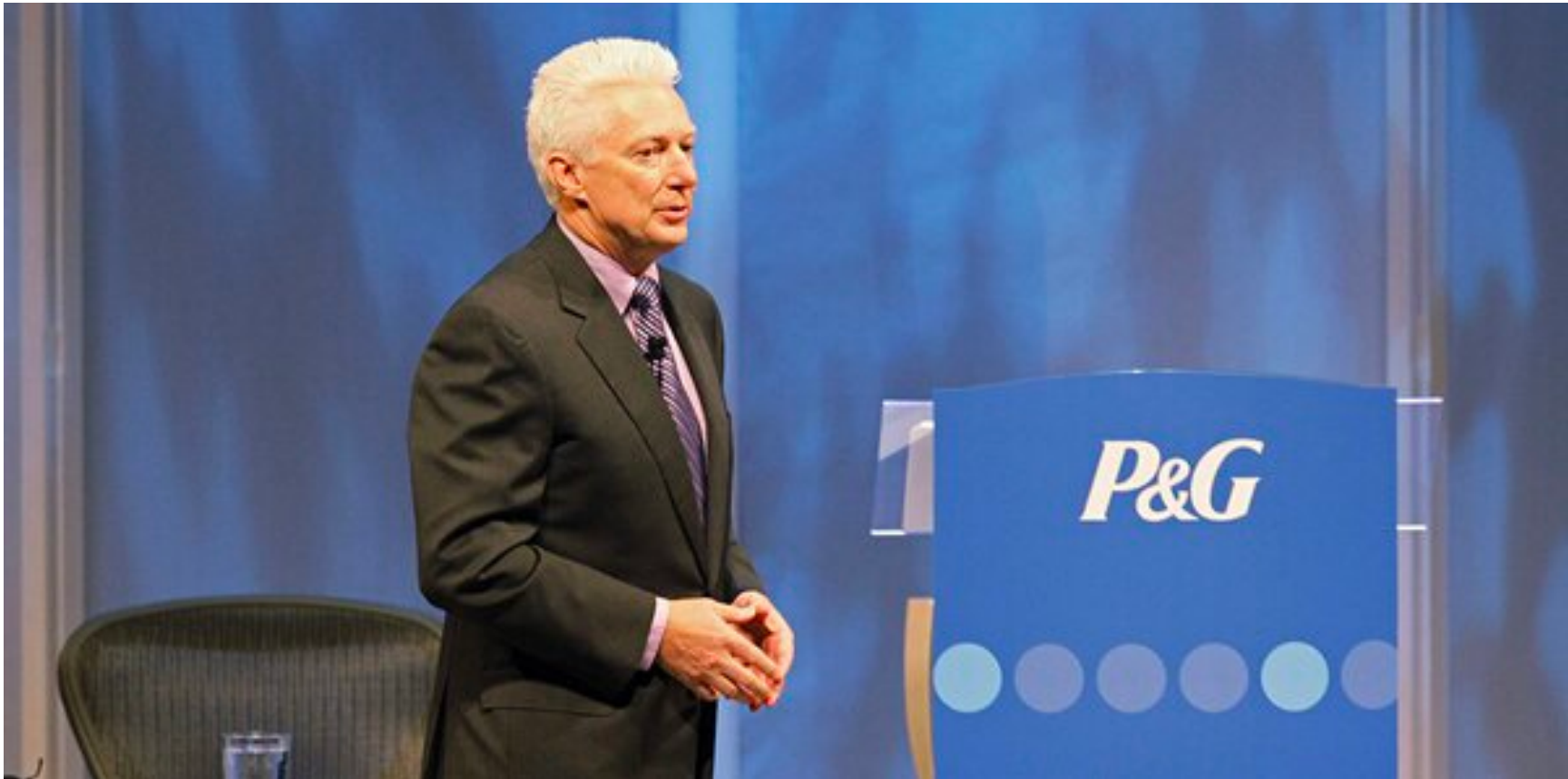
How do others see it differently?

CREATIVITY



What might a better answer look like?

DIFFERENT OUTCOMES



Drive
Innovation

OR

Fix the
Financials

CREATING GREAT CHOICES

1. Articulate the models

Understand the problem and opposing models more deeply



2. Examine the models

Define the points of tension, assumptions and cause-and-effect forces



3. Explore the possibilities

Play with the pathways to integration



4. Assess the prototypes

Test and refine the possibilities

REFLECTION

What are the tough either-or choices you face,
in your organization and as a leader?



QUESTIONS