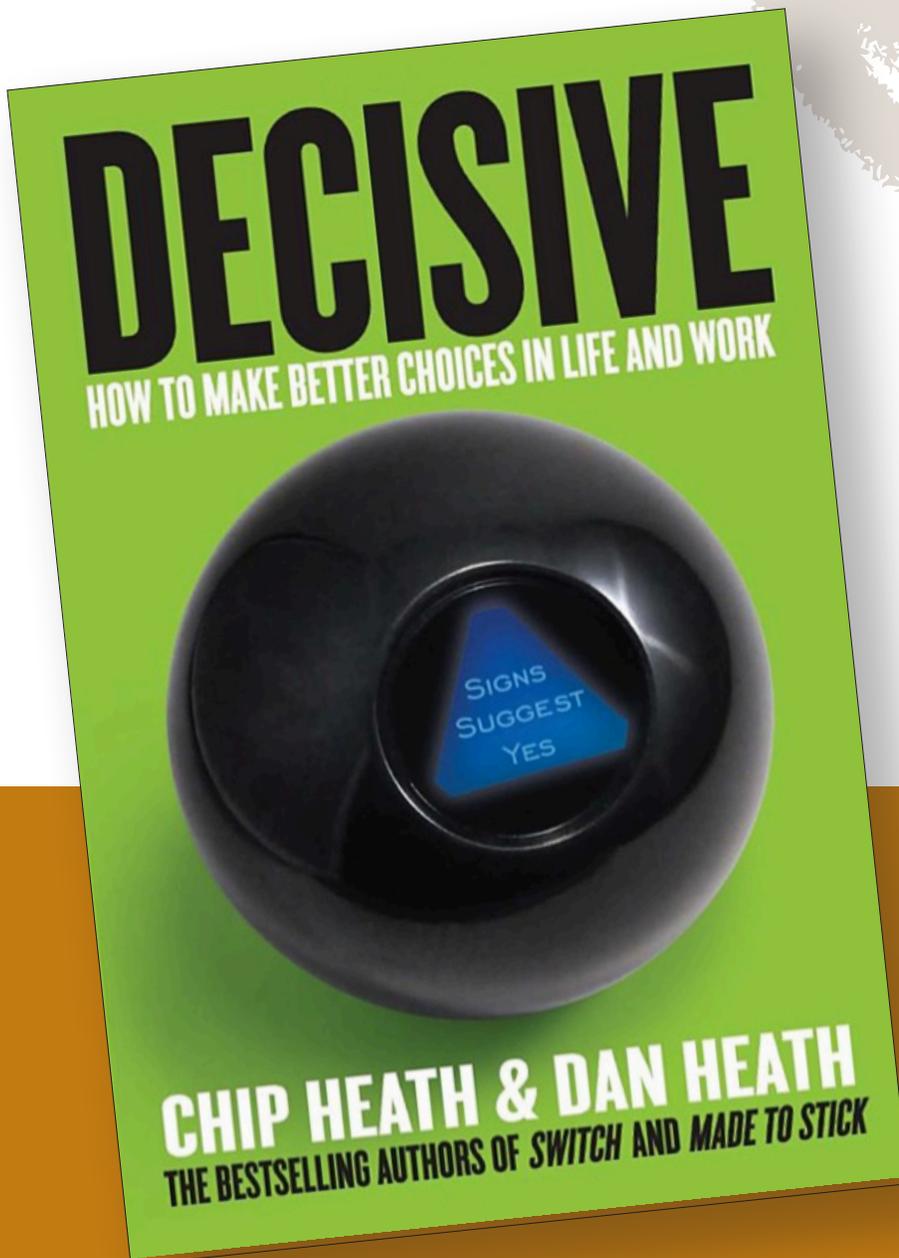


Brought to you by  visionroom.com



sums



TWEET THIS 

[Free Book Summaries.
Created for Church Leaders.]



Decisive | *Chip Heath and Dan Heath*

Decisive: How to Make Better Choices in Life and Work
Crown Business: New York, NY, 2013. 316 pages.

When it comes to decision-making, what's "spotlighted" will rarely be everything we need to make a good decision, and we won't always remember to shift the light. Sometimes we'll forget there is a spotlight at all, dwelling so long in the tiny circle of light that we forget there's a broader landscape beyond it.

Authors Chip and Dan Heath, introduce a four-step process for decision-making that is designed to counteract our natural biases.

The Four Villains of Decision Making

You encounter a choice. But narrow framing makes you miss options. So...

- **Widen Your Options**

You analyze your options. But the confirmation bias leads you to gather self-serving info. So...

- **Reality-Test Your Assumptions**

You make a choice. But short-term emotion will often tempt you to make the wrong one. So...

- **Attain Distance Before Deciding**

Then you live with it. But you'll often be overconfident about how the future will unfold. So...

- **Prepare to be Wrong**

Note the mnemonic WRAP, which captures the four verbs. It signifies the notion of a process that "wraps" around your usual way of making decisions.

1

Widen Your Options

Most organizations get trapped in a narrow frame when it comes to decision-making, and they are blind to their choices. Often, our options are far more plentiful than we think.

Why do we get stuck in a narrow frame? Focusing on our current options means that other things are out of our spotlight.

An alternative is to try the Vanishing Options Test: What if your current options disappeared?

It's easier to spot a narrow frame from the outside – watch for it as a decision advisor. "Whether or not" decisions should set off warning bells.

Decisive | *Chip Heath and Dan Heath (cont'd)*

Multitracking – considering more than one option simultaneously. When you consider multiple options simultaneously, you learn the “shape” of the problem.

While decision paralysis may be a concern for people who consider many options, the authors are pushing for only one or two extra.

- Learn to toggle between prevention (avoiding negative outcomes) and promotion (pursuing positive outcomes) mindsets.
- Push for “this AND that” rather than “this OR that.”

When you need more options but feel stuck, look for someone who’s solved your problem. Look outside: competitive analysis, benchmarking, best practices. Look inside: find your bright spots.

2

Reality Test Your Assumptions

Confirmation bias = hunting for information that confirms our initial assumptions (which are often self-serving).

We need to spark constructive disagreement within our organizations. To gather more trustworthy information, we can ask disconfirming questions. Caution: probing questions can backfire in situations with a power dynamic.

Extreme disconfirmation: Can we force ourselves to consider the opposite of our instincts?

We can even test our assumptions with a deliberate mistake. Because we naturally seek self-conforming information, we need discipline to consider the opposite.

Often we trust “the averages” over our instincts – but not as much as we should.

The inside view = our evaluation of our specific situation. The outside view = how things generally unfold in situations like ours. The outside view is more accurate, but most people gravitate toward the inside view.

If you can’t find the “base rates” for your decision, ask an expert.

A “close-up” can add texture that’s missing from the outside view.

To gather the best information, we should zoom out and zoom in.

Ooching = running small experiments to test our theories. Rather than jumping in headfirst, we dip a toe in. Ooching is particularly useful because we’re terrible at predicting the future. Entrepreneurs ooch naturally. Rather than create business forecasts, they go out and try things.

Caveat: Ooching is counterproductive for situations that require commitment.

Common hiring error: we try to *predict* success via interviews. We should ooch instead. Why would we ever *predict* when we can *know*?

Decisive | *Chip Heath and Dan Heath (cont'd)*

3

Attain Distance Before Deciding

Fleeting emotions tempt us to make decisions that are bad in the long term. To overcome distracting short-term emotions, we need to attain some distance.

Consider using a 10/10/10 framework: Think about your decisions in three timeframes. How will we feel about it 10 minutes from now? How about 10 months from now? How about 10 years from now? The 10/10/10 framework provides distance by forcing us to consider future emotions as much as present ones.

Our decisions are often altered by two subtle short-term emotions: (1) mere exposure – we like what's familiar to us; and (2) loss aversion – losses are more painful than gains are pleasant. Loss aversion + mere exposure = status-quo bias.

We can attain distance by looking at our situation from an observer's perspective.

Perhaps the most powerful question for resolving personal decisions is "What would I tell my best friend to do in this situation?"

Quieting short-term emotion won't always make a decision easy. Agonizing decisions are often a sign of conflict among your core priorities. By identifying and enshrining your core priorities, you make it easier to resolve present and future dilemmas.

Establishing your core priorities is, unfortunately, not the same as binding yourself to them. To carve out space to pursue our core priorities, we must go on the offense against lesser priorities.

4

Prepare to Be Wrong

The future is not a "point" – a single scenario that we must predict. It is a range. We should bookend the future, considering a range of outcomes from very bad to very good:

- To prepare for the lower bookend, we need a premortem. "It's a year from now. Our decision has utterly failed. Why?"
- To be ready for the upper bookend, we need a prepatade. "It's a year from now. We're heroes. Will we be ready for success?"

By bookending – anticipating and preparing for both adversity and success – we stack the deck in favor of our decisions.

In life, we naturally slip into autopilot, leaving past decisions unquestioned.

A tripwire can snap us awake and make us realize we have a choice. Tripwires can be especially useful when change is gradual.

Tripwires can actually create a safe space for risk taking. They: (1) cap risk; and (2) quiet your mind until the trigger is hit. Many powerful tripwires are triggered by patterns rather than dates/metrics/budgets.

Tripwires can provide a precious realization: ***We have a choice to make.***

For people stuck on autopilot, consider deadlines or partitions. We tend to escalate our investment in poor decisions; partitions can help rein that in.



Decisive | *Chip Heath and Dan Heath (cont'd)*

Trusting the Process

Decisions made by groups have an additional burden – they must be seen as fair. “Bargaining” – horse-trading until all sides can live with the choice – makes for good decisions that will be seen as fair.

Procedural justice is critical in determining how people feel about a decision. We should make sure people are able to perceive that the process is just.

A trustworthy process can help us navigate even the thorniest decisions.

“Process” isn’t glamorous. But the confidence it can provide is precious. Trusting a process can permit us to take bigger risks, to make bolder choices. Studies of the elderly show that people regret not what they *did* but what they *didn’t* do.

Our decisions will never be perfect, but they can be better. Bolder. Wiser. The right process can steer us toward the right choice.

And the right choice, at the right moment, can make all the difference.

Excerpt from DECISIVE: HOWTO MAKE BETTER CHOICES IN LIFE AND WORK by Chip Heath, copyright © 2013 by Chip Heath and Dan Heath. Used by permission of Crown Business, an imprint of the Crown Publishing Group, a division of Random House LLC. All rights reserved.

Decisive | *Chip Heath and Dan Heath (cont'd)*

Recommended Resources

1. **Access** a wealth of additional resources supporting *Decisive* written by authors Chip and Dan Heath including a 1-page summary, free download of Chapter 1, the *Decisive* workbook, and podcasts with the authors.
2. **Read** “5 Big Moves When Evaluating a Big Decision” by Auxano Founder and Team Leader Will Mancini.
3. **Watch** a brief interview with author Chip Heath as he discusses “How to make better choices in life.”
4. **View** a Slideshare presentation of author Dan Heath speaking about *Decisive*.

Amazon Links

[Hardcover link](#)

[Kindle Link](#)

Receive a new SUMS delivered
to your Inbox every other week





Go Ahead Actions for Vision Clarity

by Bryan Rose

Vision Clarity Connection

One of my favorite series of commercials currently on TV comes from Ford Motors, illustrating the fuel economy of their vehicles side by side with other innovative features. The premise of each of these spots is that choosing “AND” is better than “OR”—especially when deciding what car to purchase. They visually demonstrate that the results of OR thinking with popular phrases bring a funny result: Nuts or Bolts in constructing a swimming pool, Bed or Breakfast when vacationing, Large or In-Charge in the boardroom. My favorite, though, is the youth basketball coach who chooses Loud over Clear when coaching his team.

In *Decisive*, Chip and Dan Heath continue to challenge conventional wisdom when it comes to how people make choices, especially in the team context. For the church leader, a process to become decisive that allows your leadership to grow and navigate the tough decisions of ministry is important. The Heath brothers show us that there are possibilities in ministry when we pursue decisions in terms of AND instead of just OR.

Go Ahead

Predicate Decisions on Vision

Before practicing the Heaths’ WRAP method of decision-making, it is important to firmly establish the possible options within your unique vision framework. Doing so provides a constant context for decisions and assures that your actions to Widen Your Options stay within the bounds of the church’s calling. To predicate decisions on vision, spend the following hour with your leadership team to discern how this decision impacts the organization:

First, take 15 minutes to classify your intended outcome in one of these three areas: Individual Spiritual Development, Formation of Church Culture, or Assimilation Process Initiatives.

Then, for the next 40 minutes, discuss and challenge your options through the questions below:

- Individual Spiritual Development—How do our missional marks, or output measures of discipleship, influence this decision? List the impact on personal growth that will result.
- Formation of Church Culture—Which of our values is most at stake in this decision? Which value most influences our next step? List the reasons why.
- Assimilation Process Initiatives—What strategy environment will be strengthened as a result? What system or process will we need to ensure this is a lasting decision? List the actions that will be required.

Lastly, in light of the above discussion, take the last 5 minutes to decide and commit to next steps. Assign responsibility and add a progress report to your next meeting agenda.

Practice Consensus Decision-making

Faulty decisions that are made in the context of team environments stem from one of two sources: lack of accountability to follow-through or most likely a lack of consensus when the decision is made. Most often, teams will vote, formally or informally, when it comes time to decide and commit. If there has been robust challenge to both sides of the decision, and a “majority rule” vote taken, inevitably someone at the table feels unheard or unsure. Instead of asking who is for or against a decision, use the 100/80 principle of consensus. The principle starts with these two simple questions:

1. Is everyone 80% good with this decision?
2. If not, how can we get you to 80%?

Having 100% of the team feeling 80% good about the direction or next steps is far more valuable than having 80% of the team feeling 100%. To truly act in unison, consensus decision-making allows everyone to agree on what’s next, yet creates space for those on the team who disagree grow and validate their points of view. Instead of a show of hands or polling of members, make your next team decision using the 100/80 principle.



More About Bryan Rose

As Lead Navigator for Auxano, Bryan Rose has a strong bias toward merging strategy and creativity within the vision of the local church and has had a diversity of experience in just about every ministry discipline over the last 12 years.

With his experience as a multi-site strategist and campus pastor at a 3500 member multi-campus church in the Houston Metro area, Bryan has a passion to see “launch clarity” define the unique Great Commission call of developing church plants and campus, while at the same time serving established churches as they seek to clarify their individual ministry calling. Bryan has demonstrated achievement as a strategic thinker with a unique ability to infuse creativity into the visioning process while bringing a group of people to a deep sense of personal ownership and passion.

Bryan has a Master of Arts in Christian Education from Southwestern Baptist Theological Seminary and a B.A. in Architecture from Mississippi State University. He lives outside Houston, TX with his wife, Kelly and children Macy & Matthew.

Blog: LaunchClarity.com
Email: bryan@auxano.com
Twitter: [@TheBryanRose](https://twitter.com/TheBryanRose)
Bio: [Read More](#)



Auxano is the only vision clarity consulting group that will guide your team through a God-ward and collaborative process called the Vision Pathway. To learn more, visit auxano.com or check us out on [Twitter](#) and our [Auxano](#) and [VisionRoom](#) Facebook pages.

Receive a new SUMS delivered to your Inbox every other week



auxano[®]
Go Ahead

auxano.com