

# Index

- accountability 80
- action 110–14
  - be aware of pitfalls 112–14
  - be clear on rationale 111–12
  - case study 78
  - communicate outcome 110–11
  - conviction 77
  - decisive 24
  - have courage to act 80–81
  - have sound feedback loop 112
  - resilience 77
  - turning belief into 76–81
  - watch cultural interpretation 111
- agreement 103–10, 107–9
  - adequate information 109–10
  - consensus 106–7
  - persuasion 103–6
  - seek agreement 107–9
  - timing 109
- ambassador 19–21, 124–5
- ambiguity 15, 87
- assertions 153–4
  
- behaviours 52–5, 59
- blinkered views 93
- the boss
  - changing values of organisation 162–3
  - differing views of team 163–4
  - ducking a decision 169–70
  - holding firm 171–2
  - influencing 170–71
  - making decisions as the boss 161–6
  - making decisions in relation to 169–73
  - moving senior member out of team 164–5
  - next steps 166, 173
  - readdress an issue 165–6
  - rebuilding relationship after difference of view 172–3
  - senior team 161–2
- bureaucracy 43–4
  
- calmness 60–61
- carefulness 79
- challenge 145
- Chief Constable 120–23
- chief executive 125–6
- clarity 4
  - be clear on context 32–3
  - beware overreacting to excessive information 44
  - define clear options 38–9
  - define the problem 31–2
  - do sound risk analysis 36–7
  - ensure sound analysis 33–6
  - essential steps 29
  - focused objectives 30–31, 37–8

- handling forthcoming demanding
    - decision 128
  - keep aware of pitfalls 43
  - key questions 25
  - know when to compromise 39
  - letting emotions get in the way 44
  - observing others effectively 127
  - seeing the bigger picture 43
  - strive for simplicity 41–5
  - triangulate views with others 40
  - watch bureaucracy 43–4
  - watch instant decision 43
  - way forward 37–45
  - work through consequences 40–41
- clarity-conviction balance 13
  - key questions 25–6, 26
  - living with reality 15–16
  - order of magnitude 13
  - partial information 16–25
  - scenarios 13
  - smart choices 14
  - stark reality 13–15
- coaching 64–6
- coherence 85
- communication 4
  - building agreement 103–10
  - building understanding 97–103
  - effective 97
  - essential steps 98
  - handling forthcoming demanding
    - decision 128
  - next steps 114
  - observing others effectively 127
  - taking action 110–14
- compassion 81–4
- complex situations 35–6, 42–3
- compromise 39
- consensus 106–7
- consequences 85–7
- conversations 62–3, 102–3
- conviction 4
  - awareness of pitfalls 66–70
  - coaching 64–6
  - conversations with colleagues 62–3
  - emotional awareness 57–8
  - handling forthcoming demanding
    - decision 128
  - importance of 21–2
  - intuitive judgement 50–52
  - keeping calm 60–61
  - key elements 49, 50–58
  - key questions 25–6
  - mentoring 63
  - next steps 70–71
  - observing others effectively 127
  - past experience 55–6
  - standing back 58–60
  - testing significance of 50, 58–70
  - trained judgement 56–7
  - using 49
  - values and behaviours 52–5
- courage 4
  - belief into action 76–81
  - concept 75
  - ensuring progress 87–93
  - essential steps 76
  - failure of 188–9
  - handling forthcoming demanding
    - decision 128
  - next steps 93
  - observing others effectively 127
  - perspectives on 77
  - reflection 81–7
- Crown Prosecutor 17–18
- cultural interpretation 111
- decision-making
  - application of 4Cs 201–2
  - criteria for 14
  - difficulty in 3–4
  - good decision-makers 119–29
  - key aspects 6
  - keys to 14
  - knock-on consequences 85–7
  - multi-layered 83
  - next steps 201–2
  - in particular circumstances 6–7
  - pre-requisites 22

- principles 4–6
- reflections on 7
- self-awareness 4, 5
- structure 21
- testing 7–8
- decisions made by others 143–8
  - building trust 147
  - case study 143–4
  - effective engagement 145
  - following your instinct 146–7
  - next steps 148
  - standing back 146
- dispersed national organisation 24
- effective engagement 101–3
  - in conversation 102
  - discernment 103
  - practical reflection 103
  - quality conversation 103
- embedding 131–40
  - clarity and belief 133–4
  - concept 133
  - creating structures for 136–7
  - day-to-day decisions 134
  - importance of focus 138–9
  - non-linearity of 136
  - open/friendly vs circumspect/holding back 135
  - perspective on 133–6
  - previous experience 134
  - respect 135
  - success in a faster faster world 139
  - teamworking 134
  - techniques 137–9
  - valuing the individual 134–5
- emotional awareness 57–8
- emotional response 44, 145
- environmental factors 41
- European business executive 19
- evidence 18, 23
- experience 19–21, 55–6
- facts 17, 20–21, 24, 25, 145
- feedback 89, 112
- flexibility 145
- focus
  - business 139
  - clarity of objective 30–31, 37–8
  - importance of 138–9
  - role 139
  - self-focus 139
  - staying focused 91
- forthcoming decisions 128
- government minister 16–17
- gut feelings 15
- health and safety inspector 18
- High Court Judge 123–4
- hopes and fears
  - facing decision you do not like taking 186–7
  - handling situation where you are indecisive 185–6
  - holding firm when courage fails 188–9
  - next steps 189
  - recovering from wrong decision 187–8
- hospital surgeon 23–4
- indecision 92
- information 17–18, 19, 21, 23, 44, 53, 109–10
- infrastructure projects leader 21–3
- instinct 15–16, 146–7
- intellectualism 145
- intuition 16–17, 50–52
- judgement
  - intuitive 50–52
  - trained 56–7
- listening 145
  - ask one question at a time 99
  - concreteness 97
  - confrontation 97
  - empathy 97
  - genuineness 97
  - immediacy 97

- pause 98
  - respect 97
  - summarise 99
  - validate 98
- mentoring 63
- mistakes 90–91
- observation of others 126–7
- open-mindedness 145
- partnerships 99–101
- peers
  - building support 178–9
  - building wider network 180
  - framework for future decision-making 179–80
  - next steps 180–81
  - persuading that they are wrong 177–8
- persuasion 103–6
  - actions speak loudest 104
  - awareness and flexibility 104
  - be definite 104
  - be yourself 104
  - build rapport 104
  - focus on individuals 104
  - forget rules 104
  - stay present 104
- pitfalls
  - being blinkered 67, 93
  - being indecisive/caught in the headlights 92
  - being over-courageous/foolhardy 92
  - clarity 43
  - comfort zone 67–8
  - communication 112–14
  - conviction 66–70
  - courage 92–3
  - courageously rushing in entirely the wrong direction 92–3
  - doing it all again 66–7
  - entrapped by your own spin 113
  - hidden traps 68–70
  - led by media reaction 113
  - resentment 66
  - short-termism 113
- priorities
  - balancing long-and short-term 196
  - next steps 196–7
  - work and personal at odds 194–5
- problem definition 31–2
- progress 87–93
  - beware pitfalls 92–3
  - build in feedback 89
  - build resilience 90
  - learn from mistakes 90–91
  - overcoming fears 88
  - resilience 90
  - stay focused 91
- questions 151–6
  - assertions 153–4
  - good questions 154–6
  - next steps 156
  - personal perspectives 153–4
  - right questions 151–3
- reflection 81–7
  - coherence 85
  - compassion 81–4
  - consequences 85–7
  - effective engagement 103
  - living with ambiguity 87
- respect 145
- risk mitigation 19, 20, 21, 22
- rugby referee 119–20
- self-discipline 33
- simplicity
  - applying rules of thumb 42
  - balanced with complexity 42–3
  - imitation 42
  - reasoning by analogy 42
  - reformulation 42
  - striving for 41–5
- standing back 58–60, 79, 146
- supermarket junior manager 24–5
- supportiveness 145

- teams
  - differing views of members 163–4
  - introducing better decision-making 161–2
  - moving senior member from 164–5
- timing 109
- transformational 145
- traps
  - anchoring 68
  - confirming evidence 68, 69
  - framing 68, 70
  - overconfidence 68
  - prudence 68
  - recallability 68, 70
  - status quo 68, 69
  - sunk cost 68, 69
- triangulation of views 40
- trust 147
- understanding 97–103
  - build partnerships 99–101
  - ensure effective engagement 101–3
  - keep listening 97–9
- value-added 91
- values
  - conflict of 53
  - guarding against decisions sapping energy 193–4
  - moral framework 54
  - next steps 196–7
  - organisational 162–4
  - relevance 52–5
  - strong focus 91
  - work and personal at odds 195–6
- vision 91
- vitality 91

