PATHWAY PROGRAM

DECISION MAKING UTILIZING THE MBTI Z-MODEL

S\text{ensing} \quad \text{Information Gathering} \quad i\text{ntuition}

T\text{hinking} \quad \text{Implementing Solution} \quad F\text{eeling}
Today’s Objectives

- Review MBTI Preferences
- Review Decision Making Z-model
- Practice applying Z-model to case study
- Discuss applying Z-model to real-life work experiences
WHAT ARE THE COMPONENTS?

- **Energy Source**
  - Extraversion (E) or
  - Introversion (I)

- **Information Source**
  - Sensing (S) or
  - Intuition (N)

- **Decision Making Style**
  - Thinking (T) or
  - Feeling (F)

- **Lifestyle**
  - Judging (J) or
  - Perceiving (P)
Information Source
• Sensing (S) or
• Intuition (N)

Decision Making Style
• Thinking (T) or
• Feeling (F)

Possible Combinations
• ST – Sensing Thinking
• SF – Sensing Feeling
• NT – iNtuition Thinking
• NF – iNtuition Feeling
DECISION MAKING Z-MODEL

Sensing  \rightarrow\text{Information Gathering} \rightarrow Intuition

Thinking  \rightarrow\text{Implementing Solution} \rightarrow Feeling
**Decision Making Z-Model**

**Sensing**
- State the facts.
- Determine what realistically and specifically occurred.
- Find out exactly what the situation is and what has been or is being done about it.

**Information Gathering**

**Intuition**
- Identify all the possibilities.
- Determine the ways in which the situation might be changed.
- Brainstorm all the possibilities for different approaches to solve the problem.
Here’s the situation

Over the past few years, President’s office has received some negative feedback from the Emory community and Emory parents regarding their commencement experience. Complaints pertain to traffic congestion, overcrowding, poor visibility, and outdoor conditions.

President Sterk has asked Campus Services to come up with recommended solutions to address these problems.

“S”- Sensing questions to consider (Gathering the Data)

What do you know?

What do you need to know?

How will you go about getting this information?
Sensing
• State the facts.
• Determine what realistically and specifically occurred.
• Find out exactly what the situation is and what has been or is being done about it.

Information Gathering

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“N” – iNtuition questions to consider (Gathering the Data)

Why is this a problem?    What could this all mean?

How is it all interconnected?    What are the future possibilities?
**DECISION MAKING Z-MODEL**

**Thinking**

- Analyze impersonally the cause and effect of each possibility.
- Examine the consequences of each alternative.
- Evaluate the cost—personal, organizational, and financial—of each alternative.

**Implementing Solution**

- Identify feelings about what might be gained or lost by each possibility.
- Assess the impact of each possible solution on self, others, and the organization.
- Determine the commitment level for implementation of each potential solution.

**Feeling**
Here’s the situation

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“T” – Thinking questions to consider (Evaluating Solutions)

What are the pros and cons?

What are the logical consequences (outcomes)?

What could potentially go wrong with the process?
**Decision Making Z-Model**

**Thinking**
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**Implementing Solution**

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“F” – Thinking questions to consider (Evaluating Solutions)

What do we like/dislike?

What impact will this have on different groups of people?

How can we make everyone feel included?
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**Information Gathering**

**Intuition**
- Identify all the possibilities.
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- Brainstorm all the possibilities for different approaches to solve the problem.
Here’s the situation

You are the supervisor/manager of two employees who are constantly gossiping, arguing and undermining each other’s work. Other team members have brought this situation to your attention as they are concerned about the effect on team morale and performance.

How do you address this problem?

“S”- Sensing questions to consider (Gathering the Data)

What do you know?

What do you need to know?

How will you go about getting this information?
**Decision Making Z-Model**

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When Sensing is Ignored

- We fall short on data which may cause us to solve the wrong problem.
- Information from the past that would be helpful, may be ignored.
- We forget to assess the impact of day to day tasks.
- Fail to factor in the actual resources that may be available.
- May be off on necessary time required for implementation.
**When Intuition is Ignored**

- Overlook new possibilities that have not been considered by other organizations/groups.
- Forget to see the interactions that will occur when the plan is implemented.
- Tendency to find short-term solutions rather than using long-term forecasting.
When Thinking is Ignored

• We fail to assess the logical consequence of each alternative.
• We respond primarily to the needs of the people in the immediate situation.
• We become overly influenced by the views of the trusted people.
• We develop situations that are not consistent with previous decisions.
When Feeling is Ignored

- We neglect to see the impact the decision has on people’s lives and work.
- We forget to evaluate the decision by organizational or group values.
- Solutions are developed that are logical, but difficult to actually achieve.

peoplevalue
**ACTION PLAN**

- Action plan
  - What will I STOP doing
  - What will I START doing
  - What will I CONTINUE doing
What strategies have you learned that you can use during a decision making process that will help you make better decisions?
Questions/ Comments