

Do	Don't
<b>Tip 1: Don't make a decision you don't need to make.</b>	
Do look for a real need for change	Don't simply follow fashion
Do use a structured analytical approach to assessing needs	Don't be led by smooth-talking salespeople (and other stakeholders)
Do act when necessary	Don't think you need to look decisive
Do look for root causes of problems	Don't define problems in terms of pet solutions.
Do seek to understand your key organisational processes	Don't mistake "natural variation" for a real change
<i>Ask: Is the decision necessary and is it necessary now?</i>	
<i>Ask: Has a real need or opportunity been identified?</i>	
<b>Tip 2: Look for opportunities you cannot see.</b>	
Do continually look for opportunities	Don't become complacent with your success.
Do seek feedback on outcomes (good and bad)	Don't avoid possible bad news
Do grasp new opportunities (but be realistic)	Don't let situations overwhelm your thinking
Do embrace change and embed it in your daily life (personal and work)	Don't avoid change
<i>Ask: What's the one thing that could happen, that I'm not expecting, that could change my world fully and forever</i>	
<i>Ask: Was it me or was it the situation?</i>	
<b>Tip 3: Choose and appropriate decision-making process.</b>	
Do use a process based on objective analysis (you have more time than you might think)	Don't think with your "gut"; think with your head (unless in mortal danger)
<i>Ask: Am I giving this decision the attention it deserves?</i>	
<b>Tip 4: Consider more than one alternative.</b>	
Do consider as many alternative as possible	Don't limit your number of alternatives unrealistically.
Do consider even "crazy" options	Don't limit your range of alternatives unrealistically.
Do look outside you normal boundaries	Don't limit your search to the obvious "arenas"
Do look for the opinions of "outsiders" and "outlaws"	Don't ignore different perspectives on the solution
Do give the search the time it deserves	Don't rush or cut short your discovery process.
Do give the search the resources it deserves	Don't skimp on the resources allocated to discovery
Do seek advice and different perspectives	Don't be led by smooth-talking salespeople (and other stakeholders)
Do use a group or project team	Don't do it on your own
Do consider higher-order needs	Don't be self-serving
<i>Ask: What am I deciding?</i>	
<i>Ask: Are my purpose and goals clear?</i>	
<b>Tip 5: Choose the best alternative.</b>	
Do evaluate options concurrently	Don't evaluate options sequentially
Do consider a range of options	Don't jump to ready-made solutions
Do give the decision the time it deserves	Don't jump to a favourite or familiar solution
Do use a group or project team	Don't do it on your own
<i>Ask: What could go wrong if I go with this alternative?</i>	
<i>Ask: What am I evaluating against?</i>	
<b>Tip 6: Take action that is consistent with your analysis and choice.</b>	
Do use a sound implementation approach	Don't "wing it"
<i>Ask: Am I doing everything I can to ensure this decision proves to be a good one?</i>	
<b>Tip 7: Learn from both good and bad decisions.</b>	
Do be objective	Don't let emotions and pride distort your thinking
Do use your goals as evaluation criteria	Don't latch onto new criteria
Do repeat your decision process	Don't jump to a new option
Do invest further resources if the desired outcomes are near	Don't throw good money after bad
<i>Ask: What have I learnt from this experience?</i>	