



Decision Making

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Objectives

On successful completion of the lecture the student will be able to:

- **Define decision making.**
- **List the steps in the decision-making process.**
- **List the characteristics of good decision**
- **Understand how to make quality decision..**
- **List the factors affecting decision making**
- **Explain the causes of poor decision.**
- **Discuss how improve decision making?**
- **Realize role of the nurse manager in decision-making.**



Outlines

- **Introduction.**
- **Definition of D.M.**
- **Characteristics of decision.**
- **Levels and types of decision.**
- **Factors affecting decision-making.**
- **How to make quality decision.**
- **Decision making steps.**
- **Causes of poor decisions**
- **Improving D-M.**
- **Roles of the nurse as a leader and manager in decision-making process.**

Introduction

- **Decision- making is the lifeblood of the organizations and the very essence of management. Managers and others called to make decisions on behalf the organization. Nurses' are expected to use knowledge from various disciplines to solve problems and make decisions pertaining to patients, staff, and the organization, as well as problems in their own personal and professional lives.**

Definition of Decision making

❖ **Decision-making:** a choice among alternatives where the outcome is uncertain based upon rational mental processes.

or

❖ **Decision-making:** a process where by appropriate alternatives are weighted and one ultimately selected.



Definitions

❖ **Decision:** a choice made from available alternatives to achieve desired objective.

or

❖ **Decision:** is the last step in the process by which an individual chooses one alternative from several to achieve desired objectives.

A good decision making take into account

- The choice among alternatives,
- Decision-making is a mental process of managers.
- **Decision making as art and science:**
 - ***Art:** can be learned best through
 - 1-Practice
 - 2-Trial and error
 - 3-Observation
- It is art being based on the personnel feeling and experienced.

Decision making as art and science

***Decision-making is science:** The science's based on methodology and empirics which permits it's learning by student in a logical ordered fashion

*** Characteristics of good Decision:**

1- Technically correct: Data have been reached the decision is based on the facts or technical competent, and the decision produced as few negative effects as possible.

2- A good decision: Is a logical, one based on the available information and reflecting the preferences of the decision maker.

3- The good decision must be completely, and efficiently.

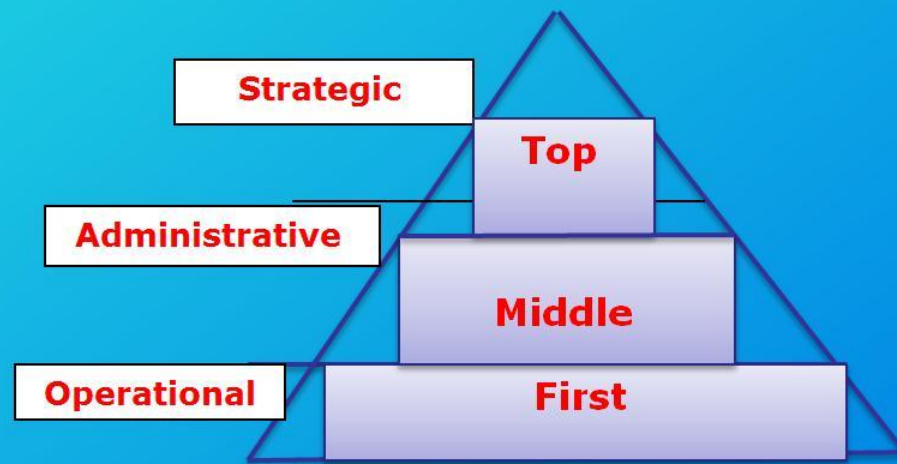
Levels of decision

1-Strategic decisions: Make by top executives and long range planning are strategic because they define and focus on major, long term goals

2-Administrative decisions: Make by middle managers. They resolve unusual problems and develop techniques to improve functioning.

3-Operational decision: Are routine decisions governing day-to-day events that have been delegated to first level managers and are made according to pre-established rules, regulations and functions?

Levels of decision



Types of decision

1- Programmed decisions: These are the routine decisions that are faced over and over again (repetitive). Most often the organization has developed methods for handling them.

2-Non programmed decisions: These are made in unique or novel situations. They tend to arise when decision makers deal with unstructured problems. It necessary when no prior routine or practice exists to guide the decision-making process. *E.g.*, the decision to admit clients with HIV/AIDS to the facility.

Types of decision

3-Optimizing decisions: The decision that results in the ideal or very best outcome is optimizing. It assumes that time was taken to explore all possible alternatives and, thus, the best decision was made.

4- Satisfying decisions: Most managers aim for solutions that are not ideal but meet minimal requirements. They realize that the perfect decision is not possible because of incomplete information, inadequate time, or conflicting goals and settle for course of action that is tolerate.

Other Types of decisions

-Functional decisions: are those that relate to one of the organization's function areas (e.g. operations, marketing, human resources).

-Job content decisions: focus on the inherent nature of a job, such as decisions about the amount of autonomy and variety to be designed into the job.

-Job context decision: Address issues that surround the job, but are not a part of the job" decisions about the hours that employees work and the amount of flexibility they have in choosing those hours, along with pay, do not define the job, but are clearly related to the job.

Creativity in decision-making

There are five stages in creative process:

- 1-Saturation:*** becoming thoroughly familiar with the problem and everything is connected is connected with it.
- 2-Dliberation:*** Mulling over the problem, considering alternate solutions, and constantly rearranging all aspects the situation in the mind.
- 3-Incubation:*** relaxing, forgetting about the problem, and letting the subconscious mind work on the problem.

Creativity in decision-making

4-Illumination: getting the new idea and sensing that it may work even though it does seem perhaps inappropriate.

5-Accommodation: refining and working out the new idea so that it is a practical solution to the problem.

Factors affecting decision-making

a- Internal factors for decision maker:

- .Physical and emotional state**
 - . Personal characteristics**
 - . Interests, knowledge and attitudes**

b- External factors:

- .Environmental and time**

c-Certain personality factors: Self esteem and confidence

How to make quality decisions

- 1. Observe the situation:** Gather accurate descriptions (what, when, how)
- 2. Search for alternatives:** Gather information to analyze the problem.
- 3. Develop alternative:** List as many alternatives as possible identify any limiting factors such as time, resources
- 4. Evaluate alternative:** Weigh the pros and cons of each potential solution by listing possible advantages and disadvantages

How to make quality decisions

5. **Choose:** Select the best possible solution or decision by choosing the alternative that offers the fewest disadvantages and the most advantages within the limits defined.
6. **Implement the alternative:** It is very important to communicate with every one involved.
7. **Monitor:** Check frequently to see if the alternative solution is working.
8. **Evaluate:** This is a critical, but often forgotten, step (especially if the alternative is working well)

Decision making steps

- 1-Identify the decision.**
- 2- Collect data.**
- 3-Identify criteria for decision.**
- 4- Identify alternatives.**
- 5- Compare alternatives with criteria.**
- 6- Choose alternative.**
- 7- Implement alternative**
- 8- Evaluate steps in decision.**

Causes of poor decisions

- 1. Incompetent manager.**
- 2. Insufficient data.**
- 3. Confused responsibilities.**
- 4. Poor management atmosphere.**
- 5. Failure to set time limits.**
- 6. Lack of staff commitment.**
- 7. Lack of clear problem definition.**
- 8. Decisions made by large groups.**

Improving D-M

- 1.Improving the roles of individuals.**
- 2.Structured group D-M process.**
- 3.Organizational learning.**
- 4. Consensus building.**
- 5. Teaching of scientific D-M principles.**
- 6. Clarifying and improving organizational channels of communication.**
- 7. Providing feedback on the results of decisions is essential to improvement D-M.**

Role of the nurse manager in decision-making process

- 1. Clearly understand the job description, roles responsibilities, policies and procedures.**
- 2. Acting as a positive role modeling to create a positive team spirit.**
- 3. Must have good communication skills and experience.**
- 4. Must have good delegation skills, team building skills.**
- 5. Create good climate that will generate satisfaction and motivation.**
- 6. She must discuss situations in neutral way.**
- 7. avoid judgmental language that will put the employee on the defensive.**

Thank you

