

## Four Styles of Decision Making

**APPROACHES TO** decision making differ in two ways: in the way that people use information and in the number of options they generate. This chart identifies four decision-making styles by mapping low and high use of information against single versus multiple options. Our research shows that most people use different styles in public than they do in private. For example, a manager may come across as quite task-oriented (decisive) in public, yet use the more creative integrative style when working in private or with close associates.

		Information Use	
		Satisficing (less information)	Maximizing (more information)
NUMBER OF OPTIONS	Single focus (one option)	<p><b>DECISIVE</b></p> <p>This decision style is direct, efficient, fast and firm.</p> <p>In public, this action-focused style comes across as task-oriented.</p>	<p><b>HIERARCHIC</b></p> <p>People using this highly analytical and focused style expect their decisions, once taken, to be final and to stand the test of time.</p> <p>In public, this complex style comes across as highly intellectual.</p>
	Multiple (many options)	<p><b>FLEXIBLE</b></p> <p>This style is about speed and adaptability. Managers make decisions quickly and change course just as quickly to keep abreast of immediate, shifting situations.</p> <p>In public, this flexible style comes across as highly social and responsive.</p>	<p><b>INTEGRATIVE</b></p> <p>In integrative mode, people frame problems broadly, using input from many sources, and make decisions involving multiple courses of action that may evolve over time as circumstances change.</p> <p>In public, this creative style comes across as highly participative.</p>