

DECISION MAKING REQUIREMENTS FOR FUTURE ORGANIZATIONAL LEADERS

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Question:

How can or should we accommodate decision making in environments with

High Time-constraints

Sophisticated, Numerous Technology Interfaces

Internettted, Boundaryless Organizations

PROBLEM:

Evidence that under certain circumstances the contributions from information technology have hindered successful military maneuvering

Iran helicopter example

Decision making models: their impact on decision making effectiveness

The Rational Model

Collect information

Generate alternatives

Estimate Probabilities

Select highest cost/benefit alternative

Set parameters for sequential go/no-go decisions

The Action-Based Model

IMPOSE INTERPRETATION

EMPHASIZE AND CHANGE ENVIRONMENT WITH ACTION

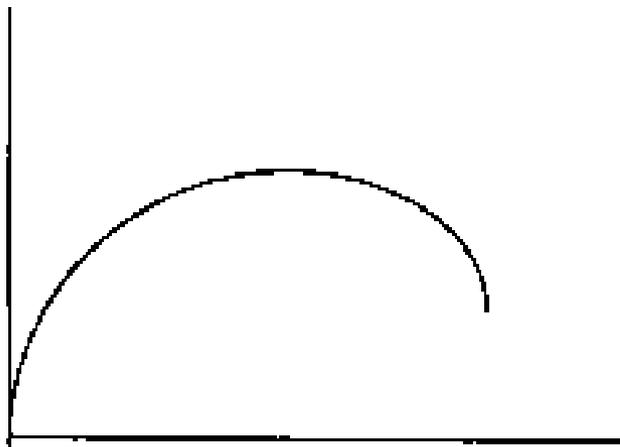
USE CREATIVITY TO SURMOUNT THEORETICAL BARRIERS

ALLOW FOR BOLDNESS

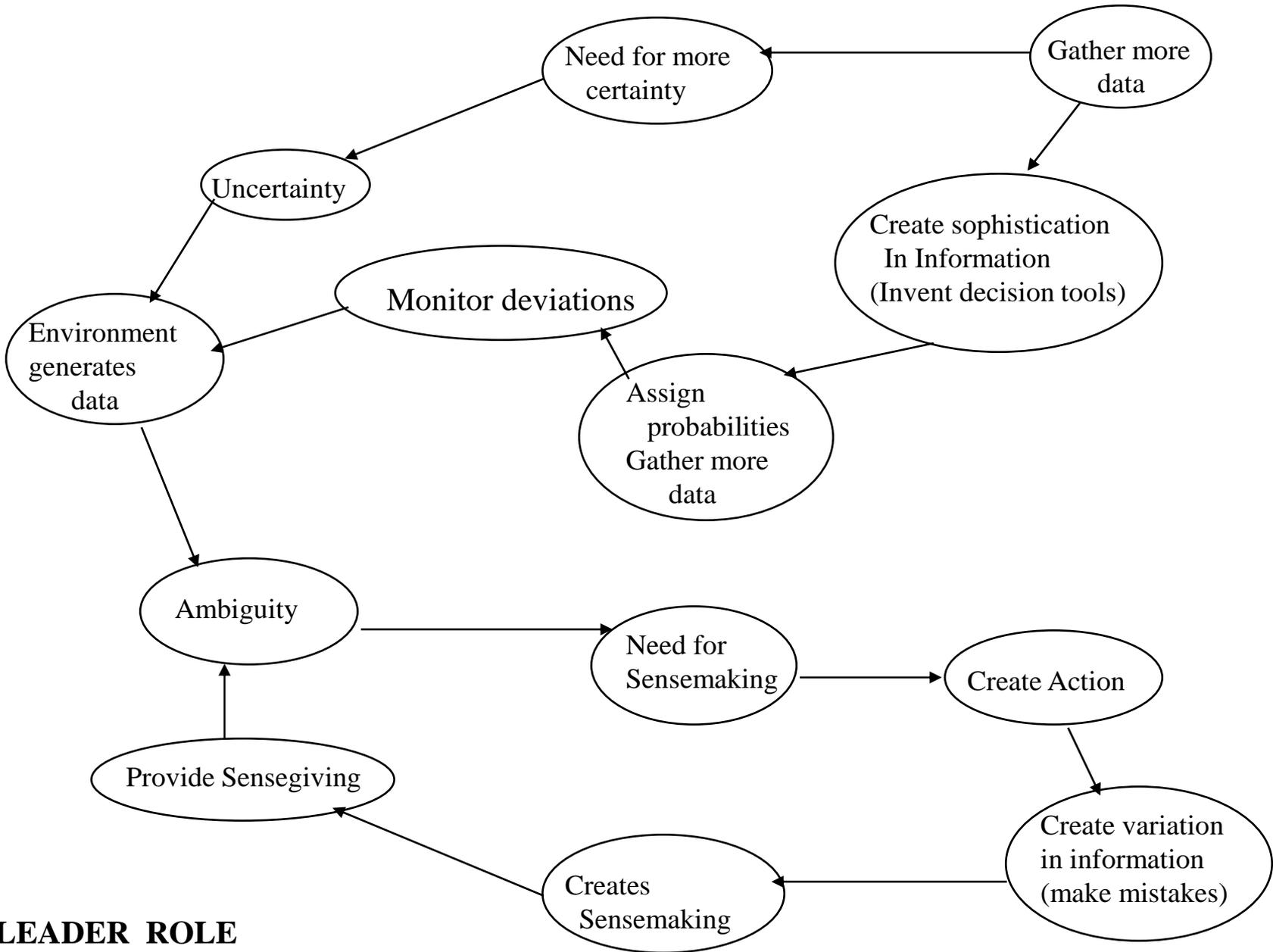
Parallels the Congestion Problem:

At some point information as an input lowers decision making quality output

Decision Making ability



Information Technologies, Amounts, Sophistication



LEADER ROLE

What is required for action-based decision making?

- 1) Counteracting assumptions, estimates and probabilities
- 2) Taking action to understand the world rather than collect information

Examples of Action-Based Decisionmaking

Brainstorming

Immersion in a Foreign Environment

Retrospective rationality

Multiple small mistakes

Decision Aides

	Attributes	Disadvantages for Rationalistic Decision Making	Contributions from Action based Decision Making
The Information Technology Environment			
PSYCHOLOGICAL BARRIERS	High Quantity	Information Overload	Information selection as action
TO EFFECTIVE	Quantum Complexity	Equivocality	Interpretation is discretionary and encouraged
INFORMATION	Sophistication	Illusion of Certitude	Analytic tools help interpret; not represent
USE	Access	Hypervigilance	Acting to manage impressions