

## **Steps 7 and 8:**

# **DECISION PROCESS and INTENT**

**OBJECTIVE:** gain insight into Actor/group  
decision making approach which leads to  
inferring “Intent”

**Desired Discovery:** The key decision making  
factors that may be susceptible to influence

## DECISION MAKING 'TYPES'

***Rational: Employs 'un-weighted' value maximization in making key choices***

***Heuristic: Relies on cognitive, or mental, shortcuts, such as --***

***--- a norm (standard, accepted procedure, or mental model)***

***--- a rule of thumb (an evaluation based on experience or common sense; a general principle of procedure considered "roughly correct" for most situations or purposes)***

***Sense-making: Attempts to understand a situation or environment by 'probing' the actions or decisions of others, and making adjustments on the basis of others' reactions to his decisions and actions***

**Expert: Follows the advice of recognized/assumed experts, or of authority figures**

**Elaboration on influences and process:**

**1. A decision is a choice among alternatives perceived as available**

**2. Factors that influence a decision include cultural imperatives, experience, situational assessment, perceived capabilities to act, risk tolerance, time available, urgency of issue, and group/organizational dynamics**

**3. Personality predisposes an individual to a general decision making style, but the 'attitude' held on the specific issue/opponent/threat or opportunity is a more powerful factor for an individual (and especially for a like-minded group)**

***4. Personal or group/organizational “interests” are always considered, and may include survival, ambition, goal achievement, obligation, and image/prestige***

***5. Most individuals perform some form of “net assessment” to arrive at a decision on an issue of significance, i.e., consideration of the risks, costs, benefits, and success probability of a contemplated action. This may be formal and performed by a group/team, or informal and sub-conscious***