

# **Personal Development – Decision making**

## WHAT IS PERSONAL DEVELOPMENT?

Personal development is a common phrase applied to a process that takes many forms, depending on the individual, their circumstances and crucially, the decisions they take for their own lives.

At n-compass we believe that most people have agency in their own lives: choices about the direction they want to take and the person that they want to become. People make decisions to bring about change, the result of positive decision making can improve emotional and mental wellbeing, as well as a better set of personal circumstances.

We aim to support you to grow and lead a happier, more productive and more enjoyable life, whilst recognising that individual circumstances and personal goals are different.

We aspire to give you information and practical techniques that you can use in your own life, perhaps with some support, to take steps to enrich your life and fulfil your potential. Some of the interesting techniques for a growth mindset include:

- 🤏 Empowerment
- 🤌 The "GROW" model
- 篬 Decision making
- 🥗 Change
- Self-determination

There are many concepts, theories and techniques related to personal development. The five listed above, taken together, form a holistic methodology to effect personal development.

### **Decision making**

Some decisions in life are made for us, some decisions we make for ourselves, and other decisions we make for other people. In each set of circumstances, we have the opportunity to use our influence.

Being an effective decision maker and becoming more influential are two key interpersonal skills that accelerate personal development.

With these skills, on a personal development journey, you can identify decisions that you are able to make, explore the options and make effective decisions. In the case of decisions being made for you, you influence the decision to achieve a better outcome.

There are many ways to make decisions. The first step is to consider the problem you face and decide which decision-making method you will use to make the decision. If you are confident in your decision making process, you are less likely to procrastinate when it comes to implementing the decision.

### **Rational decision making**

The rational decision-making method involves several steps:-

- 🤏 Define the problem.
- Identify the criteria you will use to assess the options.
- 🌮 Apply a weight to each criterion.
- Develop the range of options.
- Evaluate the options against the weighted criteria.
- Implement the optimal solution.

Rational decision making is a good method to use when you have several options to choose from and you have time to evaluate them. An example might be when you are considering buying a new car.



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## **Bounded rationality decision-making**

Sometimes it's preferable to have a good enough decision, rather than painstakingly pouring over details and delaying action to try and find a perfect one. For instance, if you are buying a new car, you are likely to spend a lot more time analysing the factors than if you are buying a loaf of bread.

Your brain is programmed to manage your cognitive load to allow it to focus on pressing matters, heuristics is the way your brain makes assumptions and takes shortcuts. Bounded rationality decision making is an easy and quick way to make decisions.

## Intuitive decision making

Intuitive decision-making works well when you are making decisions in areas where you have a lot of expertise. It is also known as making decisions with your gut feel.

Your gut feel is also relevant in rational and bounded rationality decision making methods. For instance, how you develop a range of options to pick from is influenced by your intuition.

Your brain makes intuitive decisions by quickly recognising patterns from the past in the current decision being made. Your brain is not infallible however: if you have been bitten by a certain breed of dog, your brain is likely to give you a warning the next time that you see a dog of similar stature.

## **Recognition primed decision making**

The recognition primed method also draws on your intuition. You may spot a pattern or have a feel about the information that you have been given about a particular decision.

Over that information you can consider a course of action, which you run through in your mind. If the course of action seems likely to work, you can move forward with that course of action, or you can change the course of action being considered and reimagine what the outrun and outcome could be. Like intuitive decision making, this model works best when you have a lot of experience, it is another good model to use when you have time deadlines to meet.

# **Decision making in different situations**

There are many ways you can make decisions and the impact of the decision and the number of people it affects can help you decide which method to use in a given situation. There are many more methods than those listed above: the ability to make decisions and see them through is a valued personality trait and people who can make good decisions are very useful to organisations.

It is possible for one person to make a very different decision to another person, when looking at the same set of circumstances. A decision that feels right to you could be seen as irrational and wrong to someone else. Understanding how others have made their decisions is important for generating cohesion and harmony between different people and groups.

## **Bias in decision making**

There are many biases that affect peoples' decision making. Some common biases are:-

**Optimism bias.** Positive people expect decisions to turn out well. Pessimism bias has the opposite effect.

**The Dunning-Kruger effect.** The less is known about a subject, the more confident people might feel about making assertions or decisions. We don't know, what we don't know.

**Confirmation bias.** People prefer information and make decisions that reinforce their existing beliefs and decisions.

**Self-serving bias.** Attributing successes to one's own efforts and decisions, but failures to external factors.

**The curse of knowledge.** You assume people know what you know.



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Hindsight is 20:20 vision: with new knowledge it is possible to see errors from the past and chastise oneself for being naïve.

There are many types of bias, this is just a short, non-exhaustive list, as an introduction to the subject.

### What do n-compass' advocates do?

If an advocate has been appointed to support you, they can meet you in your own home, or at place that is more convenient or private for you.

Personal development support is free and confidential. It is consent-based, your advocate will only work on your behalf if you instruct them to do so.

Advocacy work undertaken is also free and confidential, there are several different types of advocacy work, including Self Advocacy, alongside n-compass' personal development initiatives.

The only time that your advocate will speak about you or speak on your behalf without your permission is if you say you have been harmed, or were going to harm, yourself, or someone else.

#### In all cases, an advocate will

- Listen carefully to what you tell them about your views and feelings.
- Support you to speak up or speak up on your behalf if needed.
- Make sure you are involved in decisions being made about you.

### How can I make a referral?

Health and social care professionals have a duty to refer clients to an advocacy service in some circumstances and a discretionary power to refer to advocacy in other circumstances.

If you are a health and social care professional and you are unsure whether to make a referral, please contact us.

If you are an individual who would like advocacy or self-development support, please contact us and we can direct you to suitable support options to assist you with your personal development journey.



The n-compass Digital Advocacy Hub provides free and impartial information on a range of common advocacy issues. n-compass delivers several advocacy services across the north of England.

# To find out if we deliver in your locality

Website Sign video

www.n-compass.org.uk/our-services/advocacy ncompass.signvideo.net/