

Five Decision Making Styles



STYLE	1	2	3	4	5
	CHARISMATIC eg. VISIONARY CEO	THINKER eg. OFFICE OF CIO	SKEPTIC eg. CHIEF DATA OFFICER	FOLLOWER eg. HR / CSR / FINANCE / RISK	CONTROLLER eg. INNOVATION / IN-HOUSE
CHARACTER	Easily enthralled but bases decisions on balanced information. Emphasizes bottom line results.	Toughest to persuade. Cerebral, logical, risk-averse, needs extensive details.	Challenges every data point. But makes decisions based upon gut feelings.	Relies on own or others' past decisions to make current choice. Late adopter on the <i>law of diffusion of innovation.</i>	Unemotional, analytical. Abhors uncertainty. Only implements own ideas.
STRATEGY	<ul style="list-style-type: none"> Focus on results. Make logical arguments. Use visual aids / props when presenting. 	<ul style="list-style-type: none"> Present clear market research, cost/benefit analysis, customer surveys & case studies. 	<ul style="list-style-type: none"> Establish credibility with endorsements from someone the CEO trusts. 	<ul style="list-style-type: none"> Use testimonials to prove low risk. Present innovative, yet proven, solutions. 	<ul style="list-style-type: none"> Present highly structured arguments. Make listener "own" the idea. Avoid aggressive advocacy.
BUZZWORDS	<ul style="list-style-type: none"> ✓ Proven ✓ Actions ✓ Easy ✓ Clear 	<ul style="list-style-type: none"> ✓ Quality ✓ Numbers ✓ Expert ✓ Proof & Evidence 	<ul style="list-style-type: none"> ✓ Grasp ✓ Power ✓ Suspect ✓ Trust 	<ul style="list-style-type: none"> ✓ Expertise ✓ Similar to ✓ Innovate (don't "disrupt") ✓ Previous... 	<ul style="list-style-type: none"> ✓ Facts ✓ Reason ✓ Power ✓ Just do it.
EXAMPLES	Compare current org & problems to the impact of improved competitiveness. Detail "cost of doing nothing". Leave behind details reports.	Present multiple options based upon similar case studies (explaining data methodology). Prepare scenario arguments & gap analysis around the optimum plan.	Co-present with trusted CXO. Emphasize credibility of sources. Appeal to CEO's ego. Ground arguments in "real-world".	Highlight case studies from other industries to show how " <i>you could be first in your industry to do this</i> ". Present multiple options (avoiding failed transformation projects) to steer towards preferred choice.	Over several months, send CEO relevant customer and market reports. Identify data that highlights clear problems & contradictions, letting CXO analyze them.