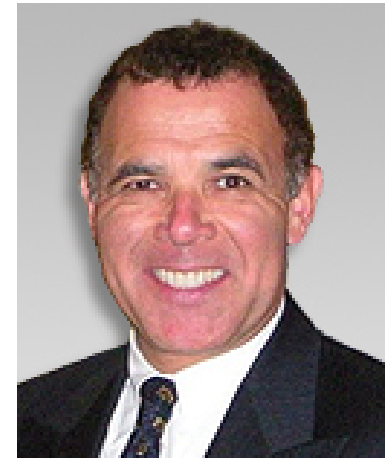
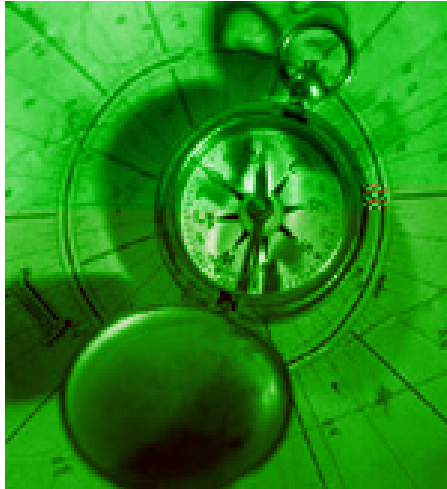


# Executive Decision Making

*"Inspiring Executive Excellence Beyond the Pace of Change"*



Facilitator: Rick Hernandez  
President & CEO  
Syntesis Global, LLC  
[rickh@syntesisglobal.com](mailto:rickh@syntesisglobal.com)



# Syntesis Global™ LLC

- Specialized Management Consulting firm
- Global expertise working with top Fortune 50/100/500 organizations within the public and private sectors
- World-Class Executive Coaching, Leadership Development, M/A Integration, Performance Management, Career Transition, Personal Branding
- Industries served: Aerospace, Energy, Technology, Utilities, R&D, Pharma/BioTech, Manufacturing, Financial, Healthcare
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# Strategic Webinar Outcomes



- Executive decision making components
- The decision making process
- Data versus analysis
- Fundamentals of decision making styles
- Effective decision making

# Thought for the day...

*"Sir, What is the secret of your success?" a reporter asked a bank president.*

*"Two words."*

*"And, sir, what are they?"*

*"Good decisions."*

*"And how do you make good decisions?"*

*"One word."*

*"And sir, what is that?"*

*"Experience."*

*"And how do you get Experience?"*

*"Two words."*

*"And, sir, what are they?"*

*"Bad decisions."*



*- Anonymous*

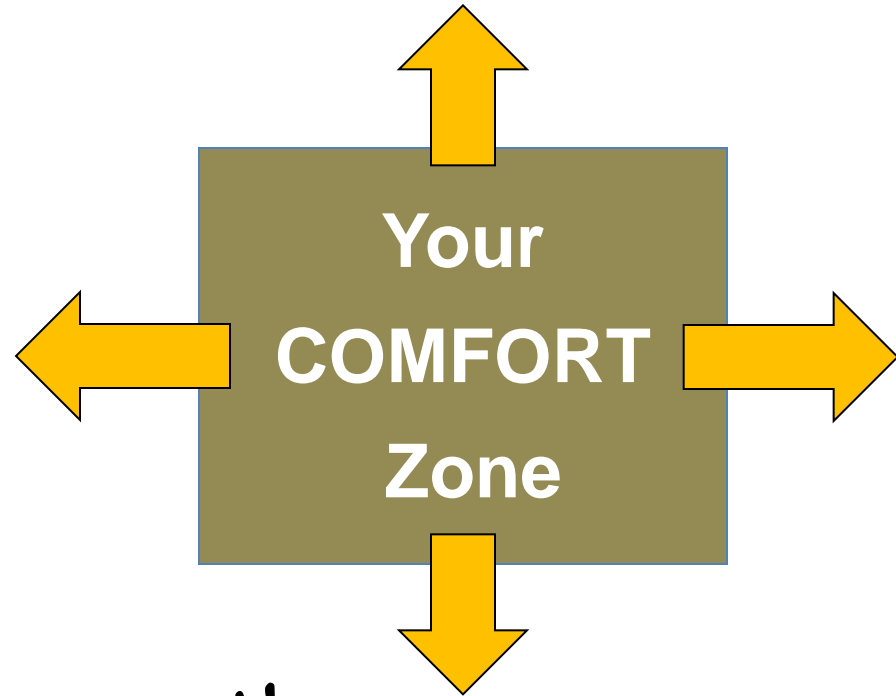


# Perception

Do you consider all dimensions and angles when making decisions?



# "Think Around the Corner"

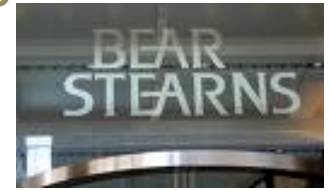


Don't MSU!

# The Impact of Change

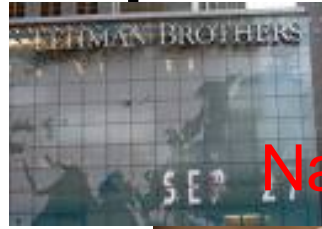
R&D Trade Agreements Taxation Corporate Governance

Risk



Stockholder Middle East

Profitability CREDIT



Cost of Money

Equity Growth

Quarterly reporting

Leadership

National Security

Financial Controls



WORLD.COM

Politics

DEBT

Technology & Science

Debt

Automation

Pace of Change



Threat of terrorism

Globalization

Compliance

Bail-Outs Competition



Obamacare

Innovation

Gov't Intervention & Controls



Pressure on short term performance

Quality China

Credit Tolerance

Union Negotiations



FUNDING LABOR

Regulations Service



<http://www.youtube.com/watch?v=0eUeL3n7fDs&feature=related>

Corporate Scandals

CHRYSLER



M&A Activity

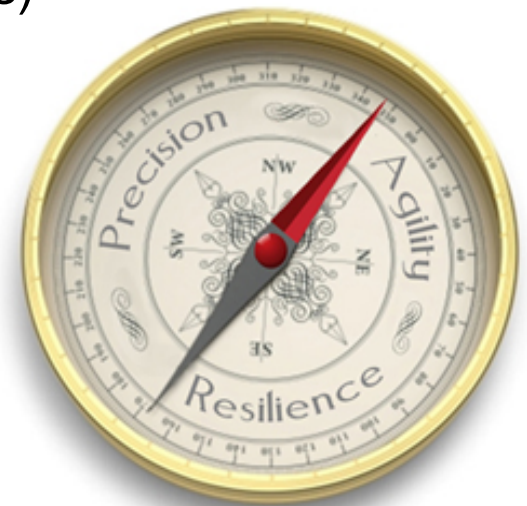


Recession



# The New Normal

- The Paradigm of Global Business has Changed
- Clear Leadership Communication is Vital to Success
- Pressure of Short-Term Performance
- Risk & Uncertainty (Bad Debt/Charge-Offs)
- Global Credit / Foreign Currency (Devaluations)
- Cash Optimization
- Global Logistics & Supply/Chain (Off-Shoring)
- Power of Strategic Vision is Key (Alliances)
- Social Media: Differentiation is an imperative
- Quantum Technological Advances
- Unleashing the Power of People
- Change Agents will Thrive





# Problem Analysis vs. Decision Making

It is important to differentiate between problem analysis and decision making. The concepts are completely separate from one another. Problem **analysis must be done first**, then the **information gathered** in that process may be used towards decision making.



# Definition

de·ci·sion noun \di-'si-zhən\

An authentic decision entails a tangible commitment of resources and effort.

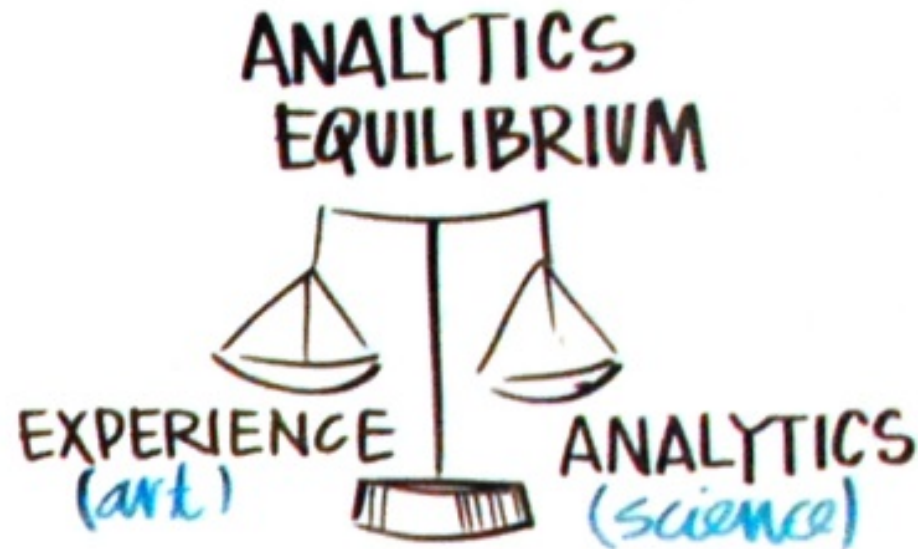
An authentic decision is based on 1) awareness of a full range of responses, and 2) selection of the best option.

An authentic decision arises from the perception of an imbalance among the needs, goals and resources available to an organization.

Authentic decisions are made under conditions of uncertainty or risk.

**The enactment of a choice among alternative courses of action,** made in response to a **perceived change in circumstances** and conducted in a **context of ambiguity.**

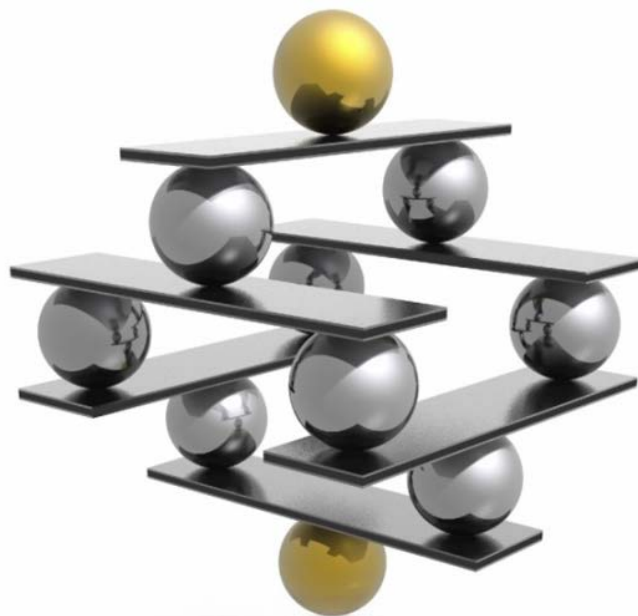
# Components to Effective Decision Making



# D.M. Qualities & Characteristics



# Authenticity



# Values Foundation

## Trust

Positive Intent  
Confidentiality  
Win-Win  
(Empowerment)  
Direct to Source  
Truth &  
Information  
Innovation &  
Creativity

## Respect

Listening  
Inquiry vs. Advocacy  
No Blame/  
No Fault  
Collaboration  
(Diversity)  
Mentoring  
Empathetic  
Understanding

## Integrity

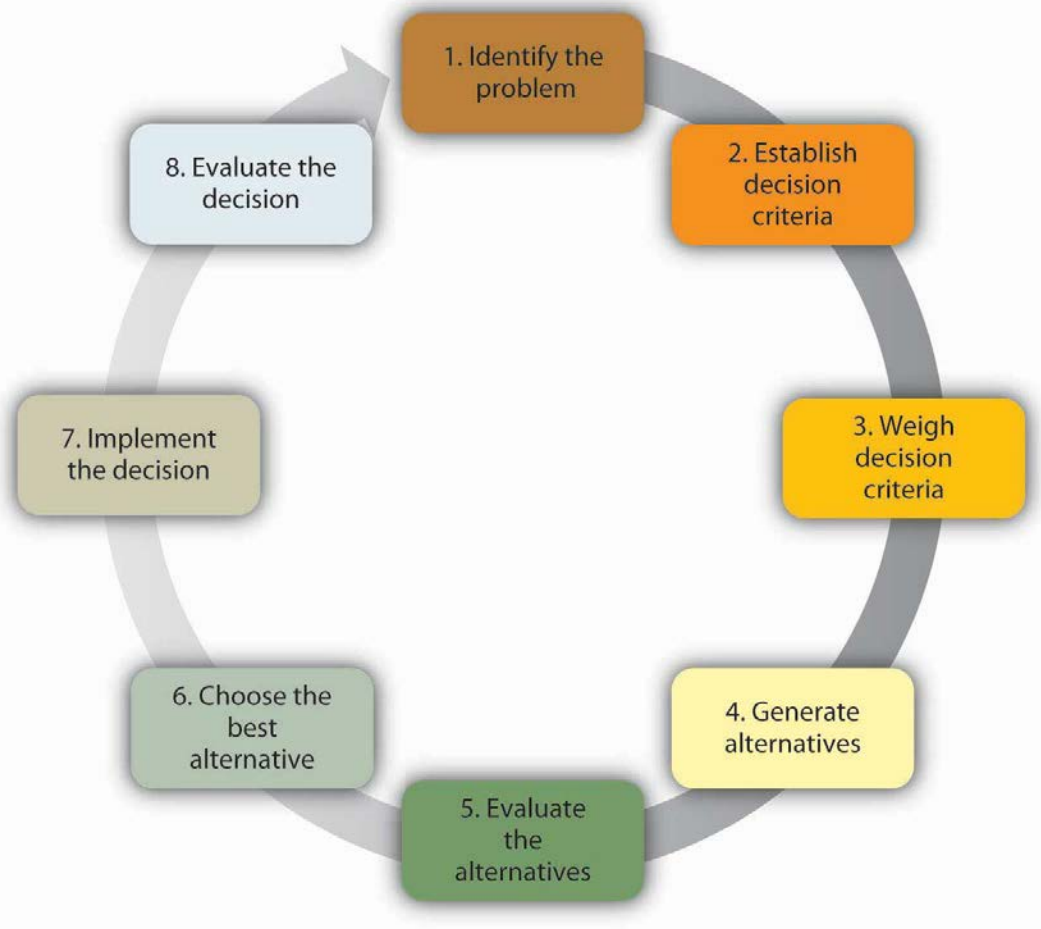
Authenticity  
Commitment  
Roles &  
Responsibilities  
Consistency  
Accountability  
Dependability  
Credibility

## Communication

Clarity  
Solutions-Focused  
*"No Surprises Rule"*  
*"Buy-In"*  
Relationships  
(Inclusivity)  
Follow-Through  
& Closure  
Social Media



# Decision Making Model



# Decision Making Roadmap

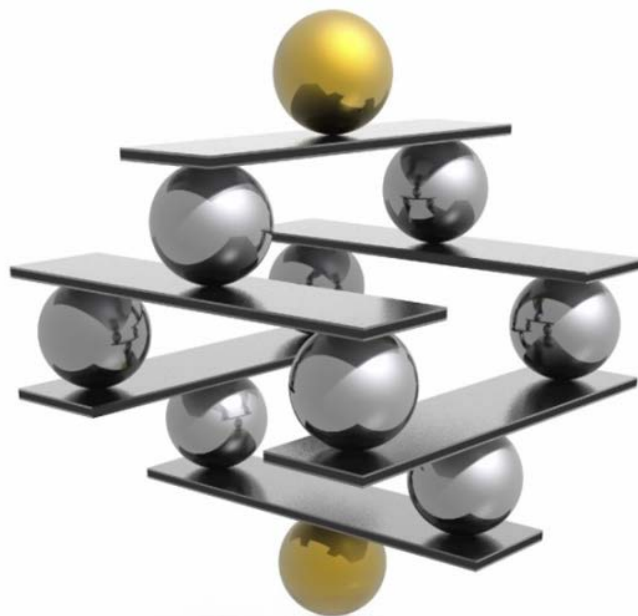


**Problem Solving and Decision Making**





# Fundamentals of Differentiation



# Choosing Your D.M. Model

*Decision  
Making Model*

*Use This Model When:*

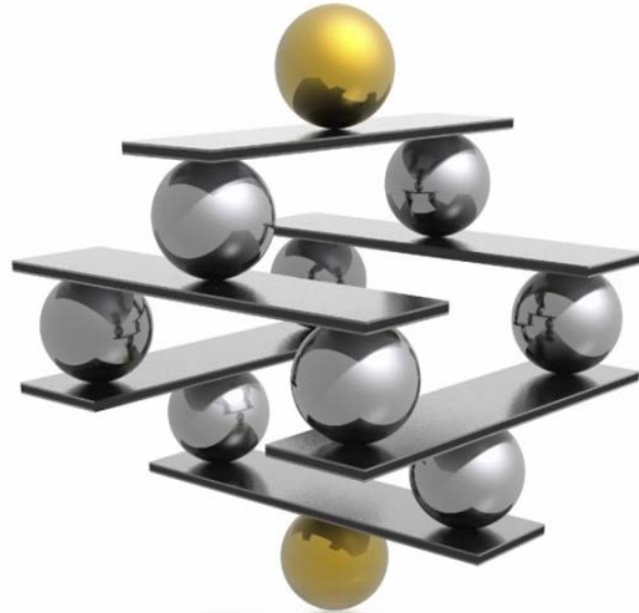
Rational	<ul style="list-style-type: none"><li>• Information on alternatives can be gathered and quantified.</li><li>• The decision is important.</li><li>• You are trying to maximize your outcome.</li></ul>
Bounded Rationality	<ul style="list-style-type: none"><li>• The minimum criteria are clear.</li><li>• You do not have or you are not willing to invest much time to making the decision.</li><li>• You are not trying to maximize your outcome.</li></ul>
Intuitive	<ul style="list-style-type: none"><li>• Goals are unclear.</li><li>• There is time pressure and analysis paralysis would be costly.</li><li>• You have experience with the problem.</li></ul>
Creative	<ul style="list-style-type: none"><li>• Solutions to the problem are not clear.</li><li>• New solutions need to be generated.</li><li>• You have time to immerse yourself in the issues.</li></ul>

# Obstacles to Executive Decision Making

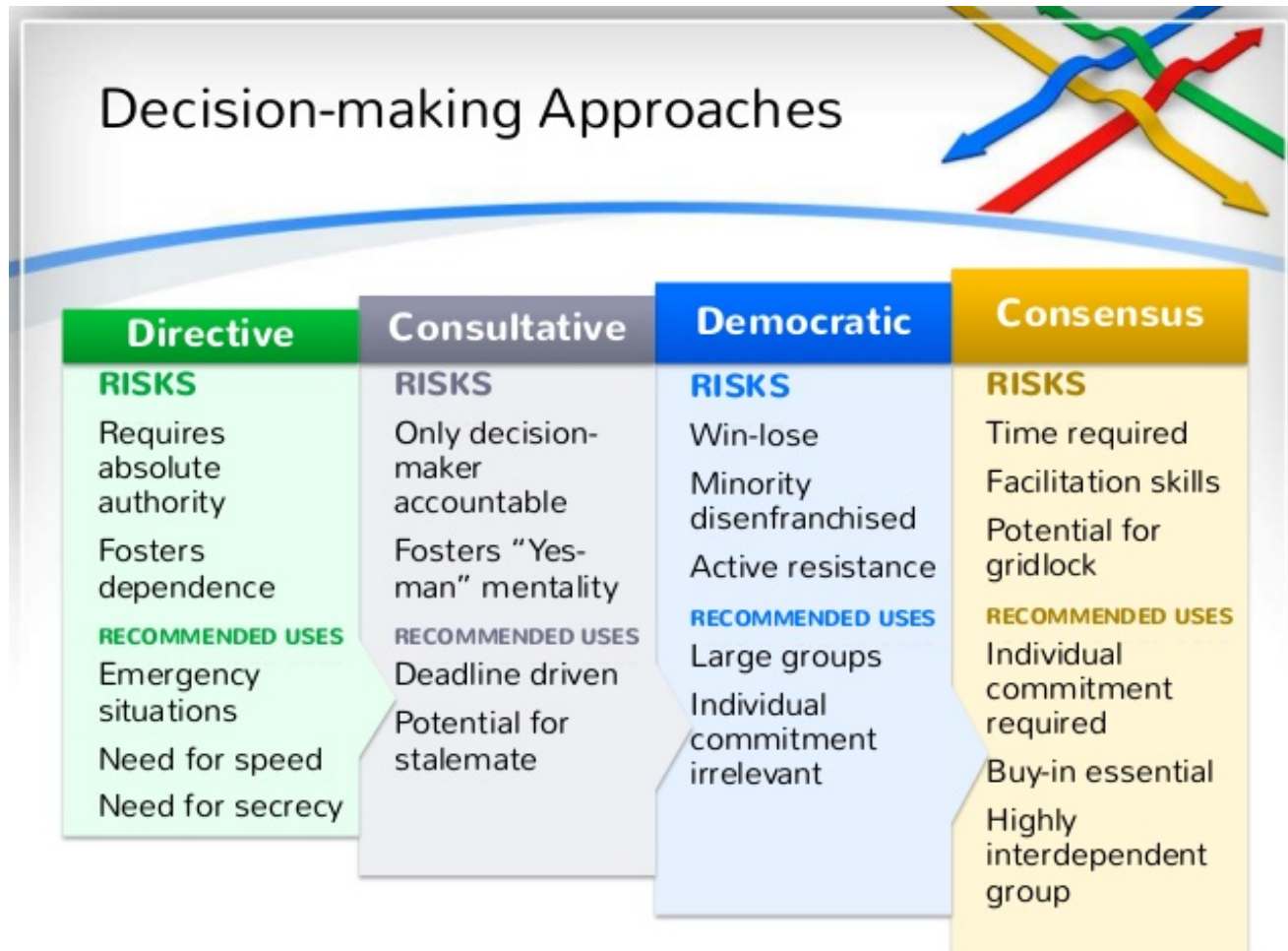
**10** Behaviors that interfere with effective decision making:

1. Lack of confidence, vision & strategic thinking
2. Inability to understand business goals/others' needs
3. **Communication**: Closing the "*Misunderstandings Gap*"
4. Inability to find common ground (Ego vs. Trust)
5. **Withhold** (Exposure/Vulnerability)
6. Timing: No sense of urgency
7. Appreciation of diversity in thinking
8. Failing to create "*Buy-In*"
9. Inability to manage data & information
10. Indecision

# Executive Decision Making



# Decision Making Styles

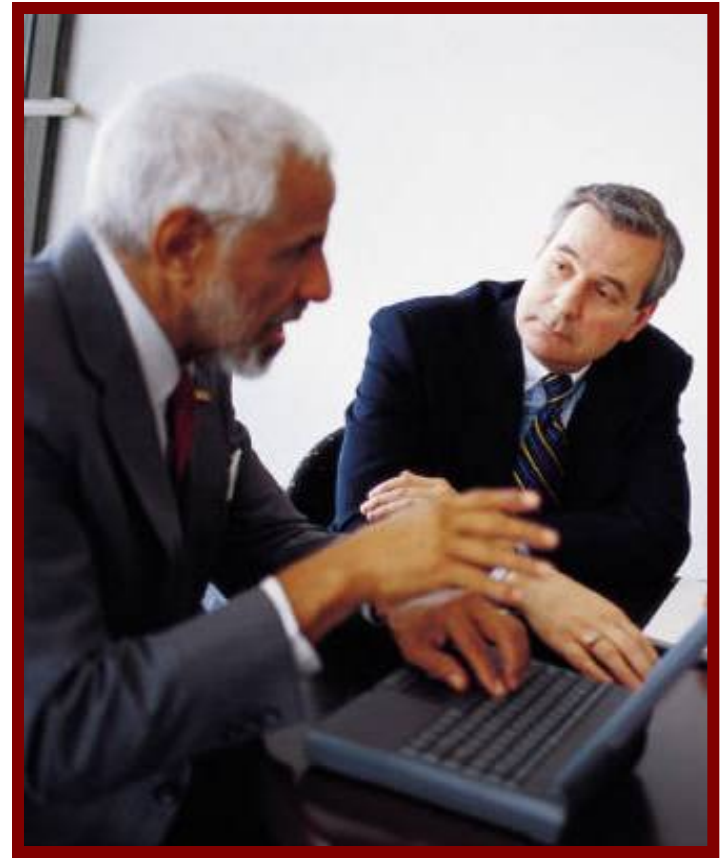


# Decision Making Efficiency

<i>Individual Decision Making</i>		<i>Group Decision Making</i>	
<i>Pros</i>	<i>Cons</i>	<i>Pros</i>	<i>Cons</i>
Typically faster than group decision making	Fewer ideas	Diversity of ideas and can piggyback on others' ideas	Takes longer
Best individual in a group usually outperforms the group	Identifying the best individual can be challenging	Greater commitment to ideas	Group dynamics such as groupthink can occur
Accountability is easier to determine	Possible to put off making decisions if left alone to do it	Interaction can be fun and serves as a team building task	Social loafing-harder to identify responsibility for decisions

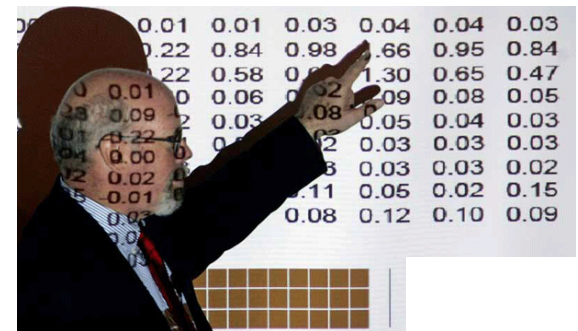
# Decision Making Follow-Up

- Share your results and opinions
- Provide feedback to others
- Give instructions or direction
- Announce the change
- Get information from others
- Build credibility
- Nurture relationships
- Measure success



# Summary

- Leaders have to make countless decisions each day.
- For decisions that greatly impact the organization's overall strategies and goals, leaders must know themselves – their strengths and weaknesses, as well as be able to build trust with team members through open dialogue and debate.
- At the same time, leaders must know how and when to take the reigns, turn ideas into actions, and be accountable for the resulting consequences.
- Because decision making skills are such an invaluable asset for leaders and managers to possess, it is essential that they continue to develop and sharpen these skills throughout their careers in order to ensure their organizations success.





# Conclusion

- ⦿ Know your audience
- ⦿ Don't MSU
- ⦿ Build credibility & trust
- ⦿ Remember:
  - Assume Positive Intent
  - Validate data
  - Be Grounded in Clarity
  - Serves VMVG

# Leadership Webinar Series

## Upcoming Events:

- April 20<sup>th</sup> - Adapting to New & Demanding Roles
- May 25<sup>th</sup> – Thinking Strategically
- July 27<sup>th</sup> – Building Relationships with Key Stakeholders
- August 31<sup>st</sup> – Executive Decision Making
- September 28<sup>th</sup> – Driving Accountability
- October 26<sup>th</sup> – Driving Change and Executing Plan
- November 30<sup>th</sup> – Conflict Resolution

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# *The Core Competencies Required to Lead a Team in International Credit Management*



*"Creating Greater Significance in a New Era"*

# Presenters

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INTERNATIONAL

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# Leadership Competencies

*Precision. Agility. Resilience*®

## PRECISION

Thought Leadership

Plan: Self-Assessment

Change Optimization

Vision, Mission Values, Goals

Cultural EQ (Diversity)

Int'l Growth Objectives

Emotional Intelligence

*"Personal Brand"*  
*(Authenticity / Integrity)*

Your Business Story

## AGILITY

People Leadership

Build & Sustain Teams

Problem Solving

*Credibility*  
*(Audience Buy-In)*

Interpersonal  
Relationships

Internal Partnerships

Technology/Innovation

Adaptability

Networking

## RESILIENCE

Results Leadership

Customer Service

Solid Business Acumen

Solution Results

Closing Knowledge Gaps  
(Continuous Improvement)

Drive Performance

Minimize Exposure

Mentoring

Leadership Influence





# Thank You!

Rick J. Hernandez

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(800) 829-7218

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– Syntesis Global