

Characteristics	Strengths	Weaknesses
<p>The Thinker:</p> <p>This person likes to reflect and consider decisions. Such people tend to be methodical and follow certain patterns of behaviour, and although they may seek the views of others, their thinking is done alone, with decisions and solutions announced afterwards.</p>	<p>Calm and measured, works well in crisis or vital decisions.</p> <p>Methodical, comprehensive, and likely to succeed because of level of planning.</p> <p>Encourages and reassures others, spreading confidence.</p>	<p>Tends to stick with save solutions, avoiding risks.</p> <p>Can be slow and less suited to urgent decisions.</p> <p>Can be unsuited to collective responsibility where group decisions are valued.</p>
<p>The Politician:</p> <p>This approach emphasis debate, discussion, and consensus. The politician is likely to go with the majority and emphasize the people aspects of making and implementing decisions.</p>	<p>Seeks a wide range of opinions and ideas.</p> <p>Attempts to build consensus about the best approach.</p> <p>Works well in group situations (because they involve politics).</p>	<p>Can upset people if consensus is not possible and one approach needs to be chosen above another.</p> <p>Quality of decisions can depend on quality of ideas available.</p>
<p>The Robot:</p> <p>This person rigidly follows policies and procedures. They clearly understand what is expected of them and know that there is little or no room for deviation. This approach works well in extremely stressful or high-pressured situations: soldiers, surgeons, and some emergency services.</p>	<p>Clear and focused.</p> <p>Risk-averse.</p> <p>Accurate and thorough.</p> <p>No need for explanation and discussion.</p>	<p>Little or no scope for creativity or initiative.</p> <p>If the procedures or frameworks are flawed, then so are the decisions and actions that follow.</p>

<p>The Cowboy:</p> <p>Shooting from the hip is the style adopted by this decision maker. Cowboys often make snap decisions and then actively focus on implementing them and making them work. They are loyal to decisions once they are made and can be tough and uncompromising.</p>	<p>Prepared to take tough decisions.</p> <p>Willing to see decisions through to its conclusion.</p> <p>Clear and focused.</p> <p>Leads from the front.</p> <p>Consistent – unlikely to change course once a decision is made.</p>	<p>Getting the result is all that matters.</p> <p>Can be insensitive and inappropriate, not conducive to the team approach.</p> <p>Generates an emotive response from others; respect or dislike, liking or loathing.</p>
<p>The Detail Analyzer:</p> <p>This approach emphasizes the value of information, as that is where the key to the decision lies. Details are analysed, and detailed decisions are produced. The approach is to look for patterns and relationships (example: cause and effect) with data.</p>	<p>Thorough and analytical this approach works well in complex situations (such as those involving science, IT systems or complex business situations).</p> <p>Comprehensive – no stone is left unturned in reaching the best decision.</p>	<p>A danger of over analysing and avoiding the decision.</p> <p>Can get far away from the decision by getting bogged down in detail.</p> <p>Quality of the decision relies on the quality of the data being analysed.</p>
<p>The Long-Distance Runner:</p> <p>This decision-making style is relentless and uncompromising. The need to reach the goal is considered paramount and is pursued with a never-say-die attitude. People in this category cannot be stopped and they simply will not give up ever.</p>	<p>Relentless and determined.</p> <p>Resourceful, competitive, and unwilling to accept failure.</p> <p>Innovates and is strong at generating options.</p> <p>Works well when back is to the wall – often inspires others to new achievements.</p>	<p>Works well in difficult or changing situations but is less suited to normal or mundane situations.</p> <p>Can be ruthless in the pursuit of the goal.</p>
<p>The Historian:</p>		

<p>This approach looks at past events and precedents for the right decision. Best practice is understood and brought to bear when decisions are needed: this might be in the process of analysis, decision making or implementing the decision.</p>	<p>Able to see potential threats and take preventive action. Values experience and works well in repetitive situations. Emphasizes information and data and avoids snap decisions.</p>	<p>Clearly this approach is less well suited to radically new situations, although the need is recognized when it arises. Decisions may lack initiative or may simply be wrong if they are affected by mistaken interpretation of events.</p>
<p>The Carer: This approach is a cautious, even nervous, approach to decision making. The carer worries that the decision is right, and so agonize over the first decision and then checks and fine-tune it throughout the process of implementation.</p>	<p>Meticulous, attentive, and concerned. Responsive and adaptive: should more decisions be needed; the carer will tend assiduously to these.</p>	<p>Can worry too much. If this pressure becomes stress, then judgment might be impaired.</p>
<p>The Maverick: This style is quirky and unusual. People who adopt this approach often have an idiosyncratic way of viewing situations and might be good lateral thinkers. They also tend to dislike rules and approach things in their own individual way.</p>	<p>Ingenious and intelligent. Questions established norms and rules – likes to think creatively. Highly innovative.</p>	<p>Questions authority. Decisions are the key – effective implementation is often a secondary concern. Decisions made may be fine in theory but hard to make work in practice.</p>