



# **Executives – Getting Decisions Right**

**Executives' decisions have a  
disproportionately large effect on  
others**



# Which decisions are we talking about?

## Included

Typical decisions, common in many organisations

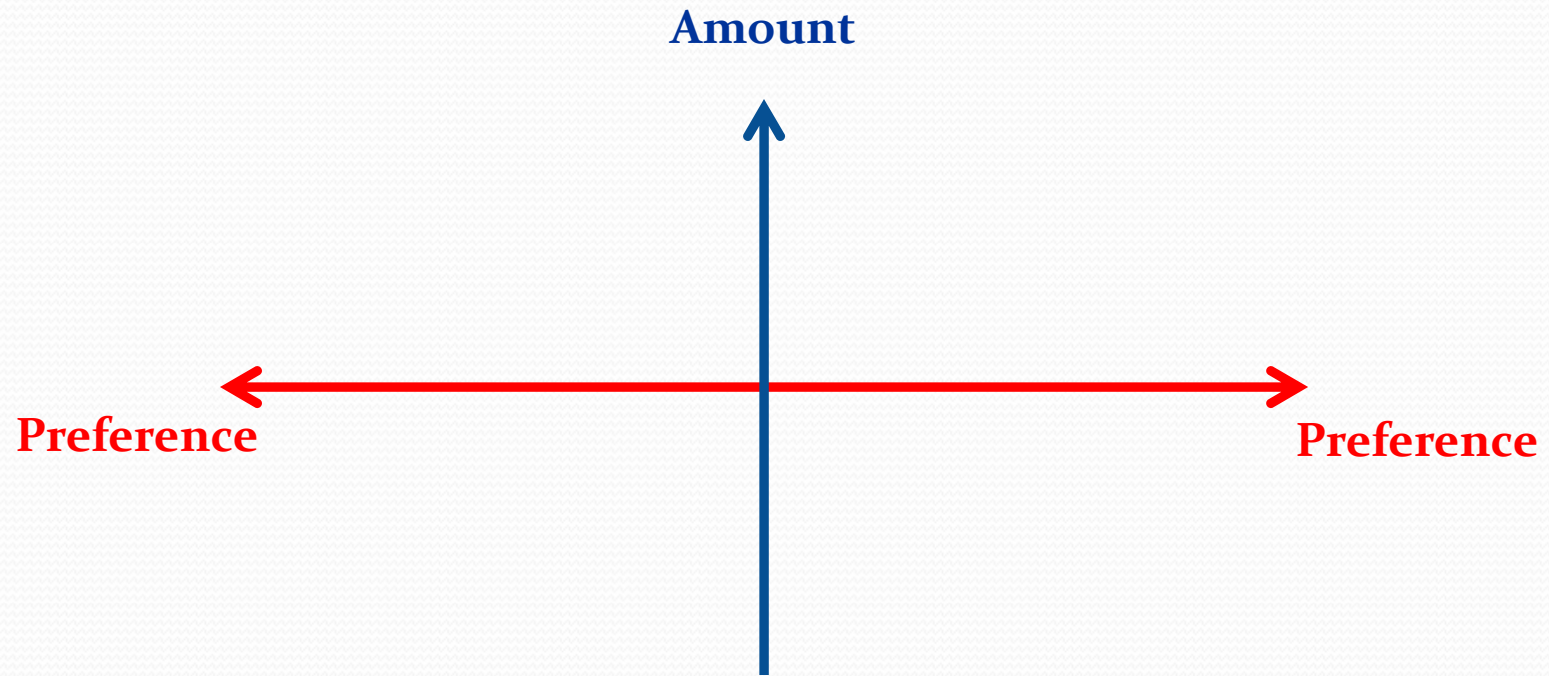
- Leadership & Management within the organisation
- Taking decisions on problems
- Tackling tough issues
- Prioritising resources
- Resolving conflict
- Motivating the workforce
- Dealing with change
- Managing external relations

## Not included

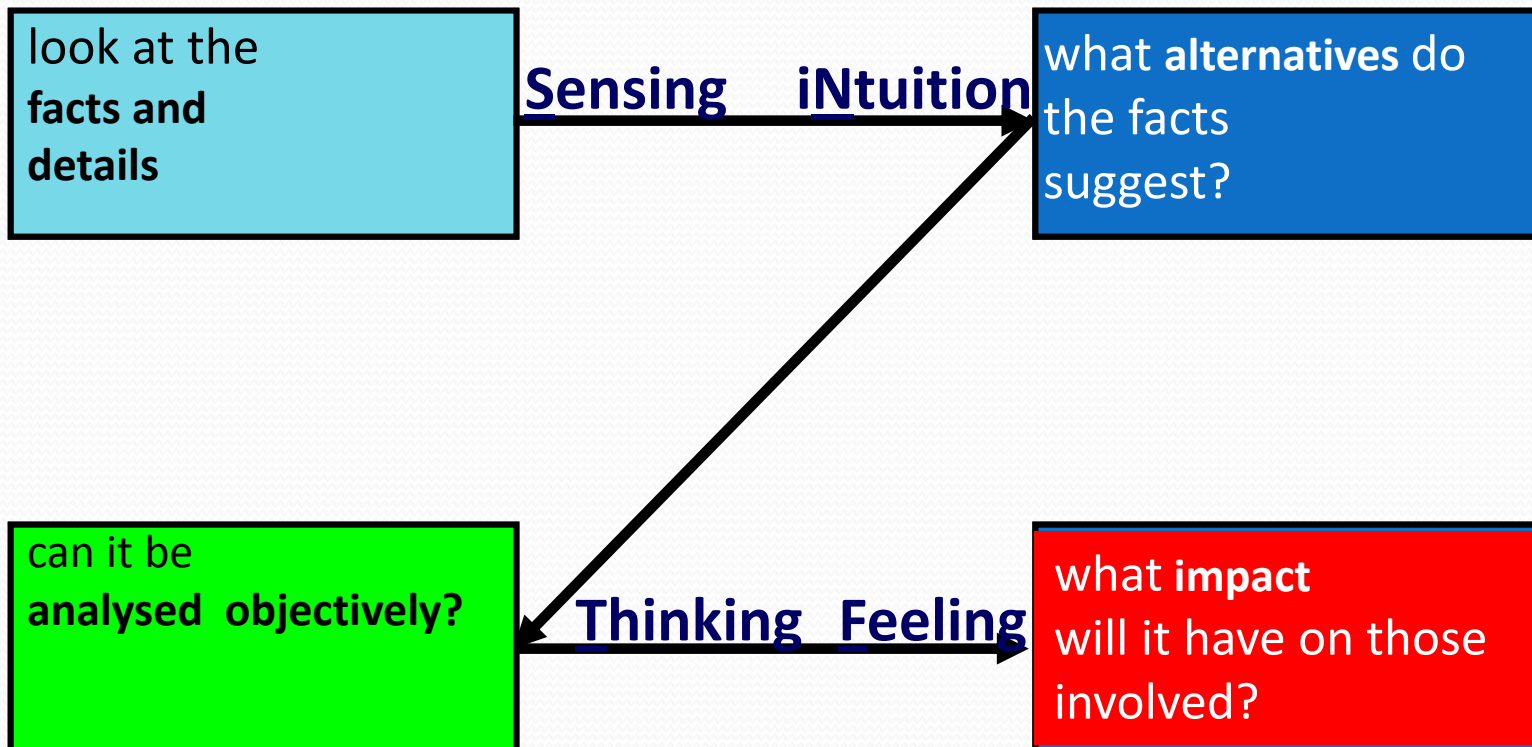
*Specialised or commercial decisions, decisions specific to one organisation*

- *Legal and contractual issues*
- *Business investments*
- *Commercial deals and negotiation*
- *Technical or scientific issues*

# Executives – Preference & Judgement



# Problem solving Z model for teams



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- **What about the judgement of individual executives themselves, the ability within the team?**
  - **Do some Types develop and possess better judgement than other types?**

# Judgement and decision making

e.g. driving in heavy traffic and surviving...



**Intellect**



**+ Training**



**+ Experience**



<b>Undesirable</b>			<b>Desirable</b>		
HIGHLY UNDESIRABLE	UNDESIRABLE	SLIGHTLY UNDESIRABLE	SLIGHTLY DESIRABLE	DESIRABLE	HIGHLY DESIRABLE
<b>-3</b>	<b>-2</b>	<b>-1</b>	<b>+1</b>	<b>+2</b>	<b>+3</b>
a major negative action in this scenario	a reasonably negative action in this scenario	a small negative action in this scenario	a small positive action in this scenario	a reasonably positive action in this scenario	a major positive action in this scenario

# Scenarios Editions

<b>Executive Edition</b> (released 2009)	<b>Board / Directors / Senior Managers</b>
<b>Management Edition</b> (released 1998)	<b>Professionals/Managers/ First Line Managers</b>
<b>Graduate Edition</b> (released 2009)	<b>Inexperienced Graduates</b>

# Executive Scenarios content

## Examples

- Site is closing over next 6 months...
- Change is coming but not yet finalised, rumours..
- Bury bad news or be open...
- Sack an effective but externally unpopular CEO...
- Managing a rising star with poor people skills...
- Developing a product customers want but colleagues don't...

# 50 participants

- Completed MBTI step 1 and Executive Scenarios
- Senior Managers – aspiring board level executives
- International hotels company
- International drinks company
- Variety of nationalities but mainly UK





# Scoring participants' answers

- **Correct answers derived from successful FTSE100 board directors**
- **Each action or response has a correct answer e.g. +2**
- **A different approach to MBTI scoring, an amount not a preference**

## Higher Scorers on Scenarios Executive Edition...

- Had 24% higher job performance than lower scorers
- Had 29% more seniority than lower scorers when seniority was numerically graded
- Had 22% higher performance on assessment and development centres than lower scorers

*Higher and lower scorers = higher quartile versus lower quartile on the test*



**Do some types possess better judgement than other types?**

**Our votes**



**Do some types possess better judgement than other types?**

**Research Sample**

# No statistically significant differences!

MBTI Preference	Executive Scenarios Mean Score	Executive Scenarios Mean Score	MBTI Preference
E	60	61	I
S	61	60	N
T	59	64	F
J	61	59	P

**All Types may be equally able to develop executive level judgement**

# Using MBTI and Executive Scenarios together to coach executives' decision making

