

GLOBAL HEALTH LEADERSHIP FORUM

Meeting Health Challenges through Leadership and Collaboration

NOVEMBER 1-5, 2010

Center for Global Health

Division of Public Health Systems and Workforce Development

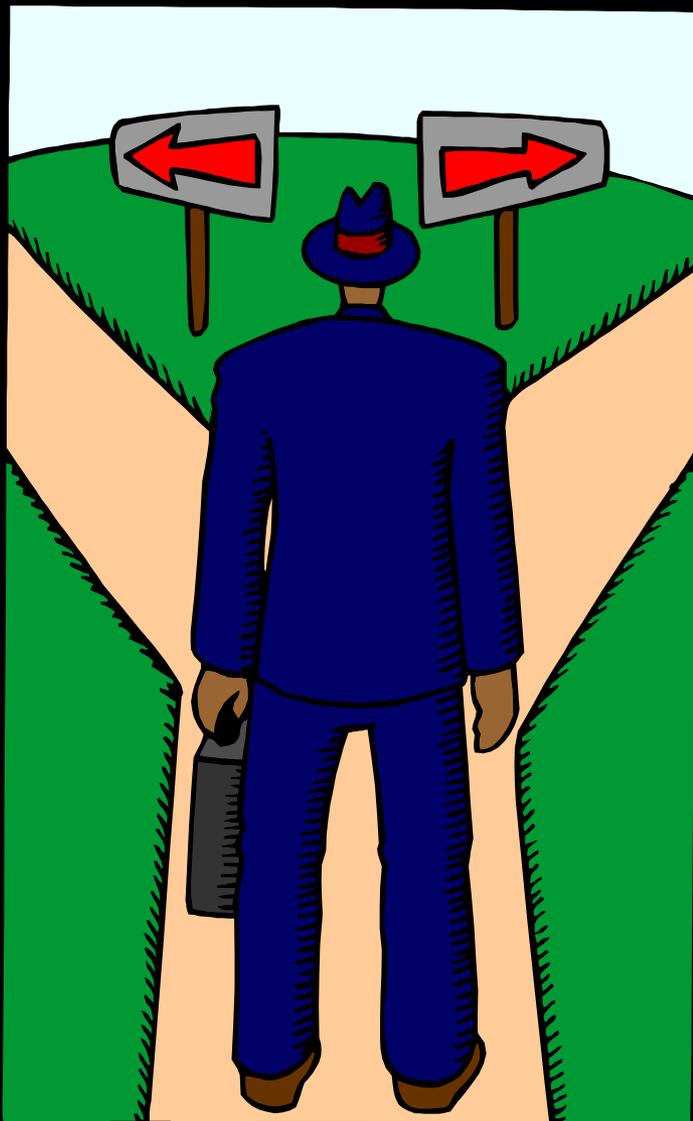


Values Based Decision Making

Making Good Decisions that Last

Denise Traicoff

Mark White



One's philosophy is not best expressed in words; it is expressed in the choices one makes. In the long run, we shape our lives and we shape ourselves. The process never ends until we die. And the choices we make are ultimately our responsibility.

Eleanor Roosevelt

The Meaning of Integrity

- People with integrity have “character”
- Character is a set of qualities such as....
 - Honesty
 - Fidelity to promises, principles
 - Courage to face difficult issues
- Decisions have integrity when they are
 - Comprehensive
 - Coherent
 - Transparent

What will we learn?

By the end of this session, you will be able to:

- Describe the steps in the values based decision making process
- Conduct dialogue with stakeholders to identify important values for making a decision
- Identify the potential unintended consequences of a decision
- Make values based decisions
- Identify potential negative consequences of a decision
- Communicate decisions using a decision summary form

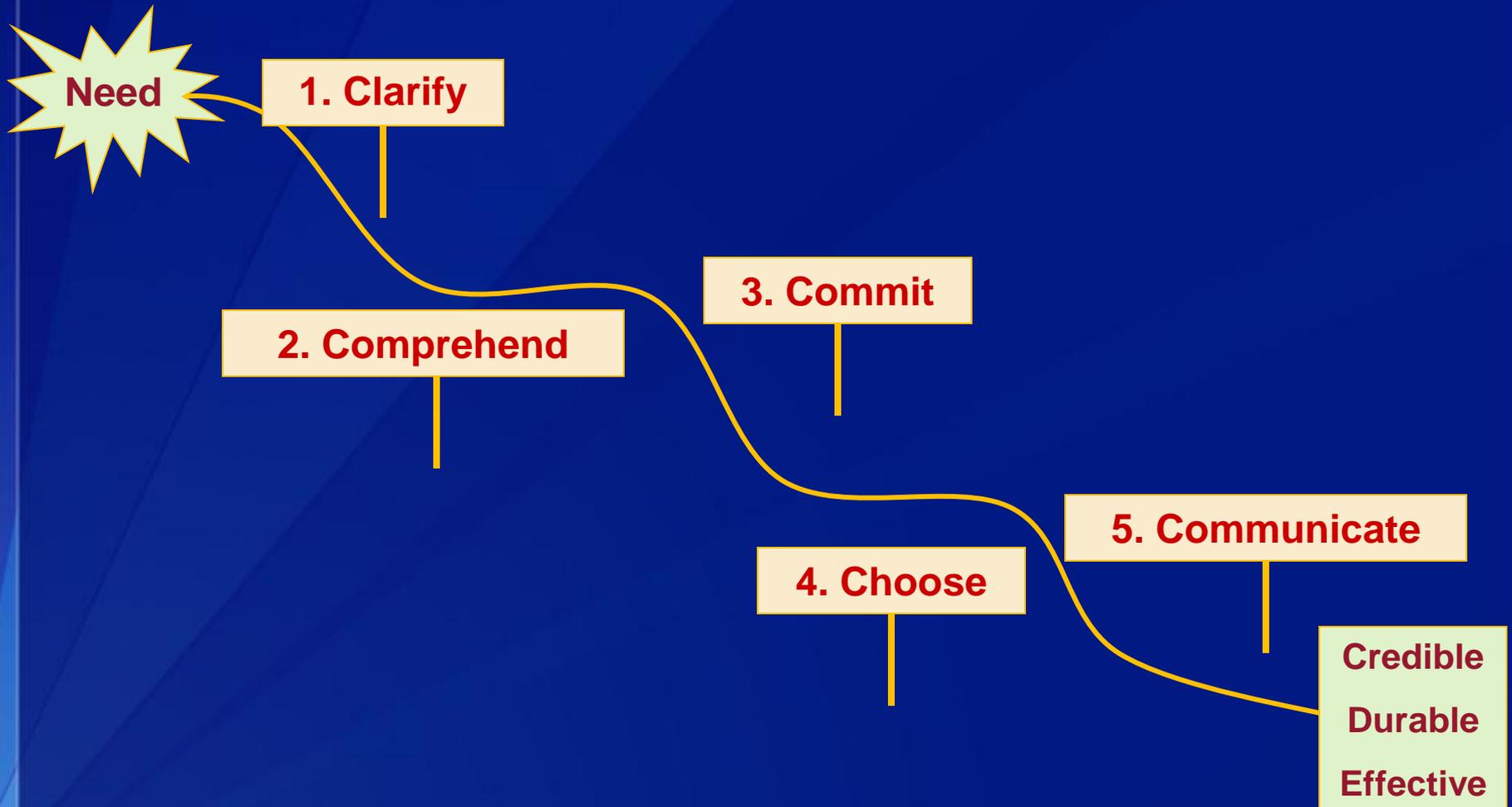
Key Definitions

- **Value** – a standard or principle that is meaningful to an individual, group, or organization.. *things that matter.*
- **Ethical** – right, good, and honorable in conduct and character
 - also requires the ability to give sufficient reasons for a moral value judgment

Assumptions

- Values drive all choices
- Ethical is more than legal
- Tough decisions require choosing one principle or value over another
- Every tough decision has a downside

The Road to a Good Decision

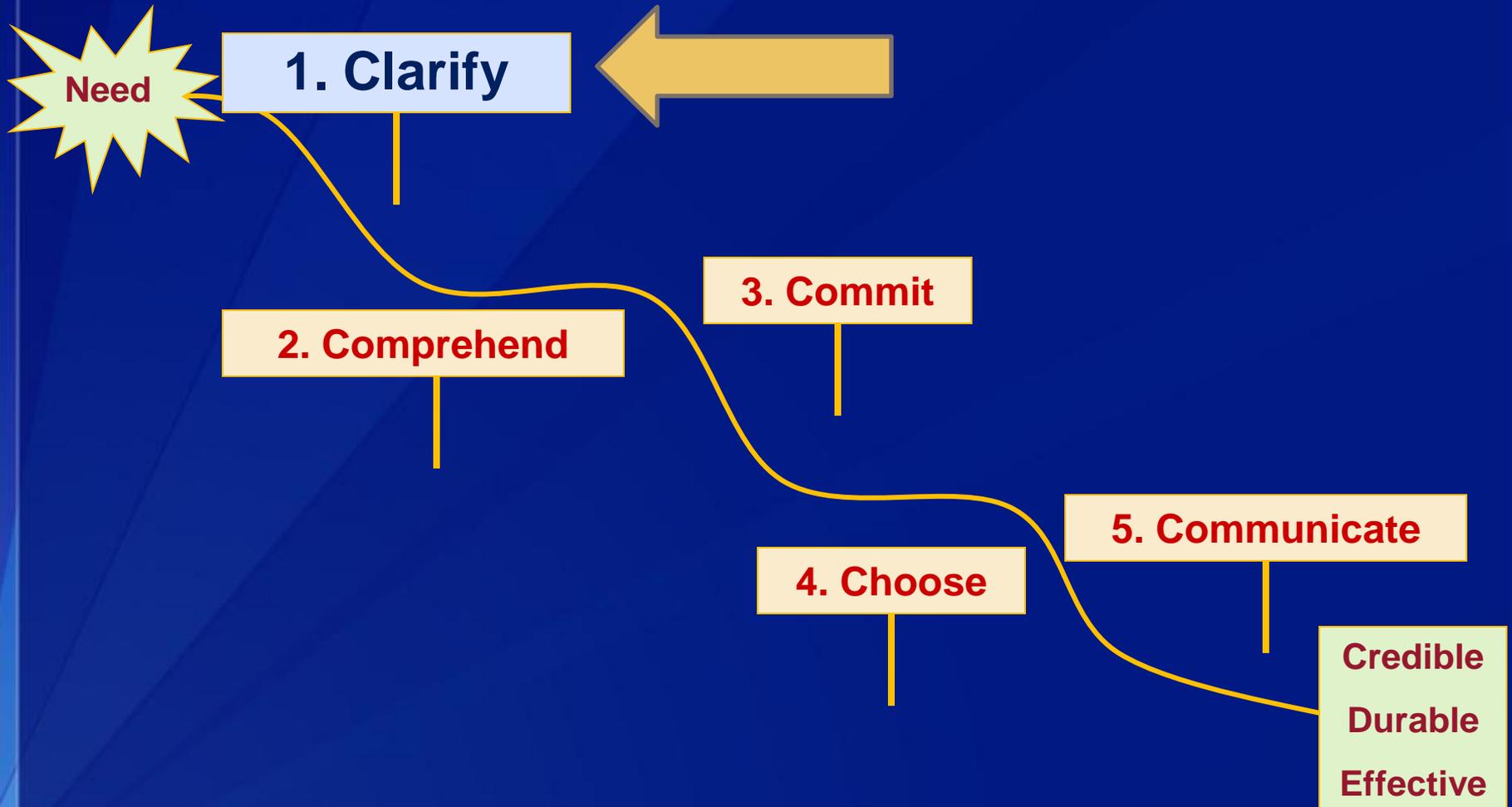




*We see the
world not the
way it is. We see
the world the
way we are.*

Talmud

The Road to a Good Decision



Clarify...

...the point of view you and others bring to this issue.

Activity: Framing (brief sharing of your perspective, listening to others' perspectives)

Trigger Questions:

“What is my first ‘take’ on this?”

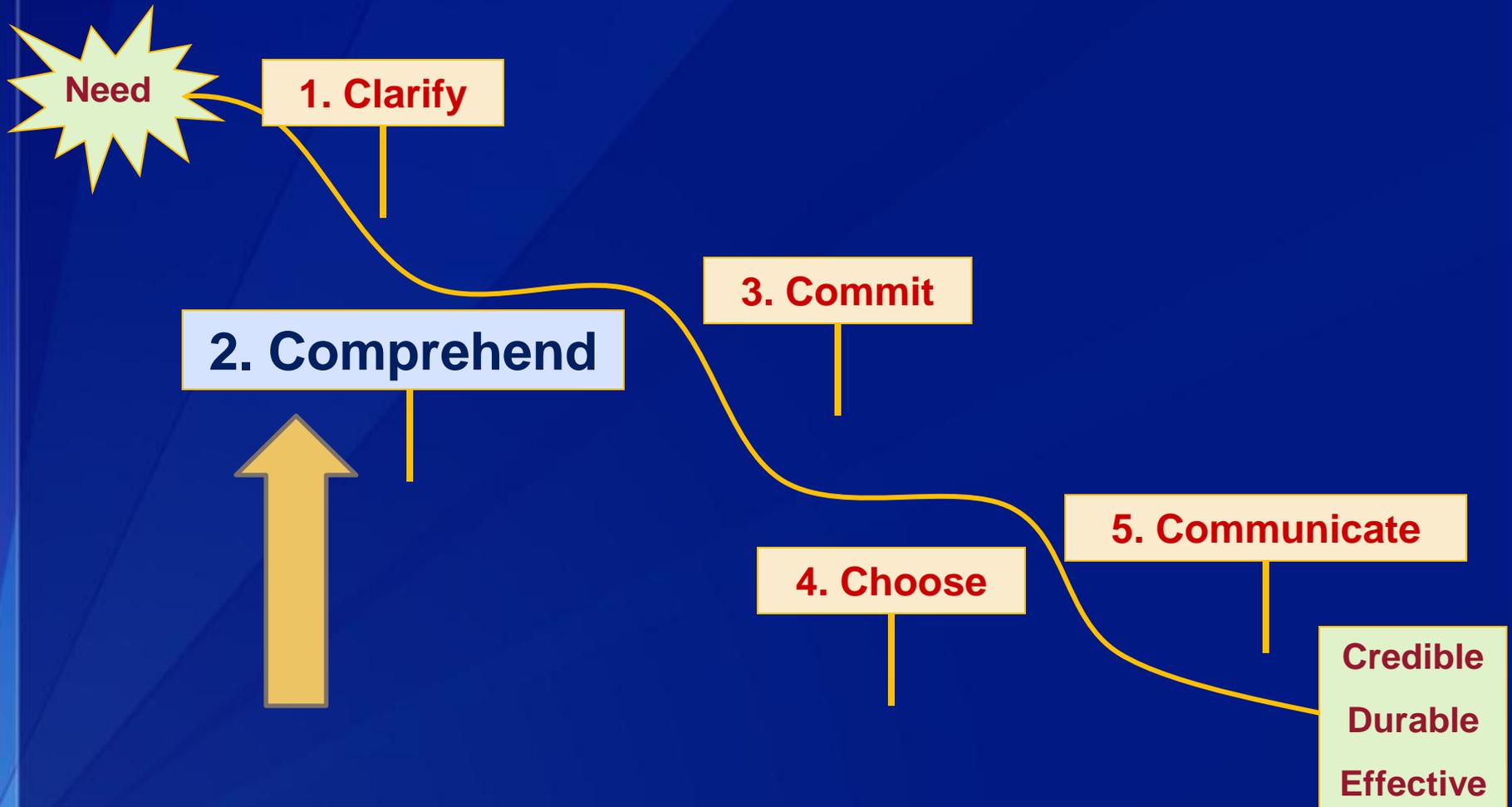
“How point-of-view do I have in this situation?”



*An ounce of
dialogue is worth
a pound of
monologue.*

Anonymous

The Road to a Good Decision



Comprehend...

...the range of what matters to you and to others involved in the issue or impacted by it.

Activity: Dialogue (naming values and reflecting back what you understand others are saying)

Trigger Questions:

“What is important to me in this issue?”

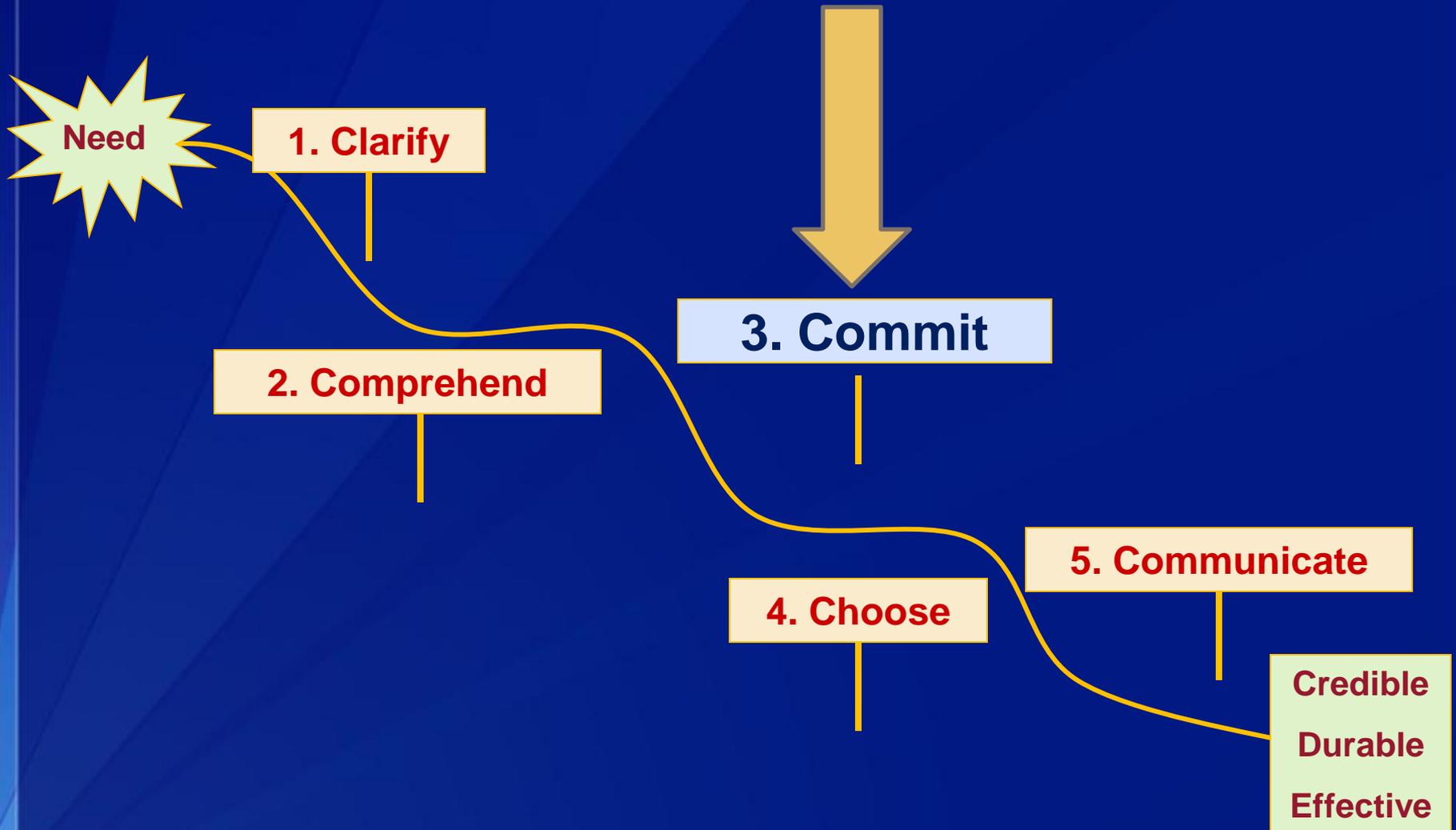
“What matters to others?”



*Not everything
that counts can be
counted. Not
everything that
can be counted
counts.*

**Sign in Albert
Einstein's Office**

The Road to a Good Decision



Commit...

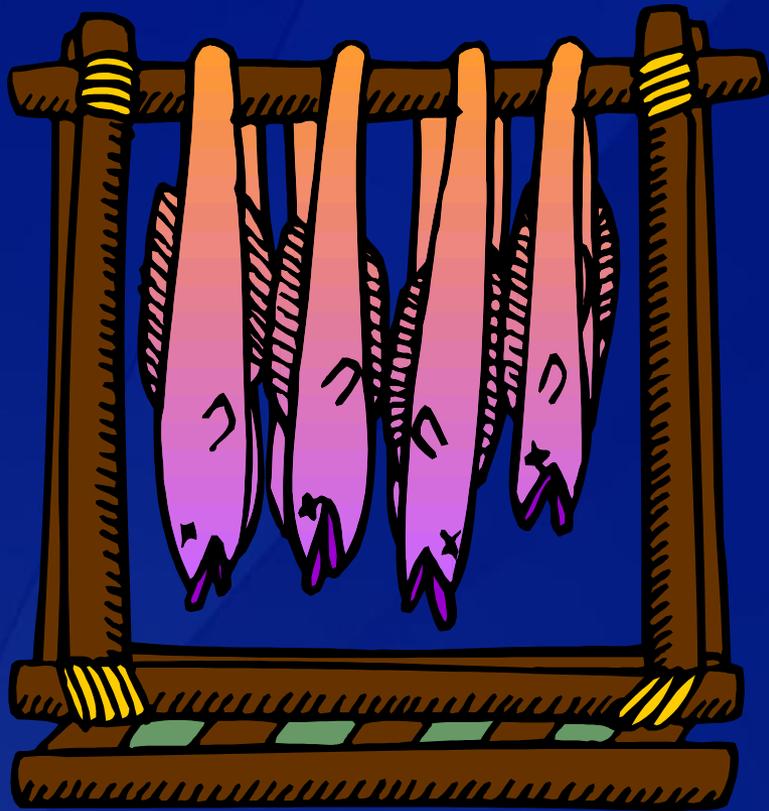
...to the values that matter most.

Activities: Weighing (Advocate for the most important values)

Trigger Questions:

“Among the range of identified values, what is MOST important that should guide the decision?”

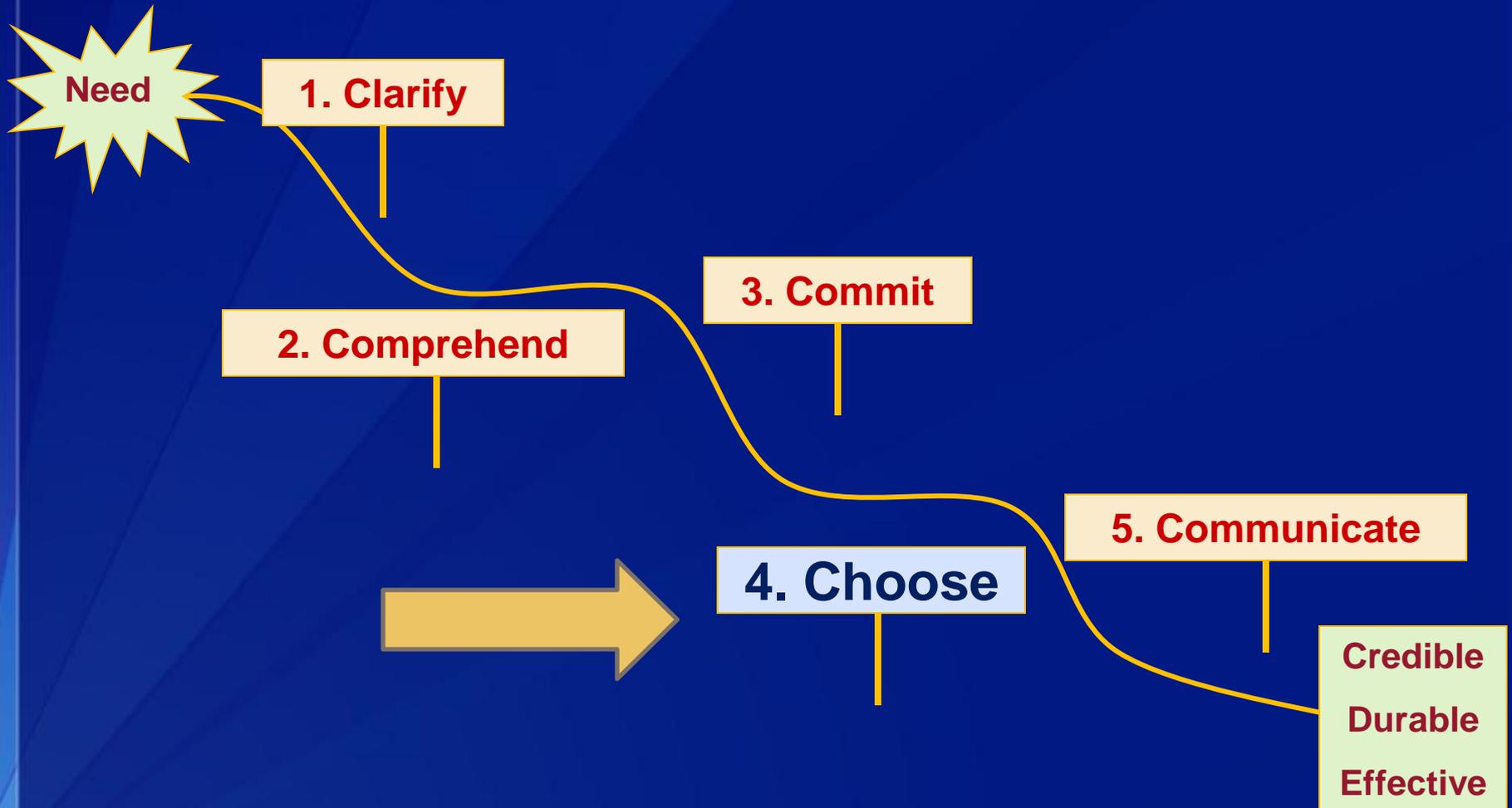
“Why should it be given priority?”



You don't have
to be an
ichthyologist to
know when a fish
stinks.

**Daniel Ellsberg,
U.S.**

The Road to a Good Decision



Choose...

...the option that follows most closely from the guiding value(s).

Activities: develop/consider options; assess values 'fit' and downside for each option

Trigger Questions:

“Which one of the possible options aligns best with my top value(s)?”

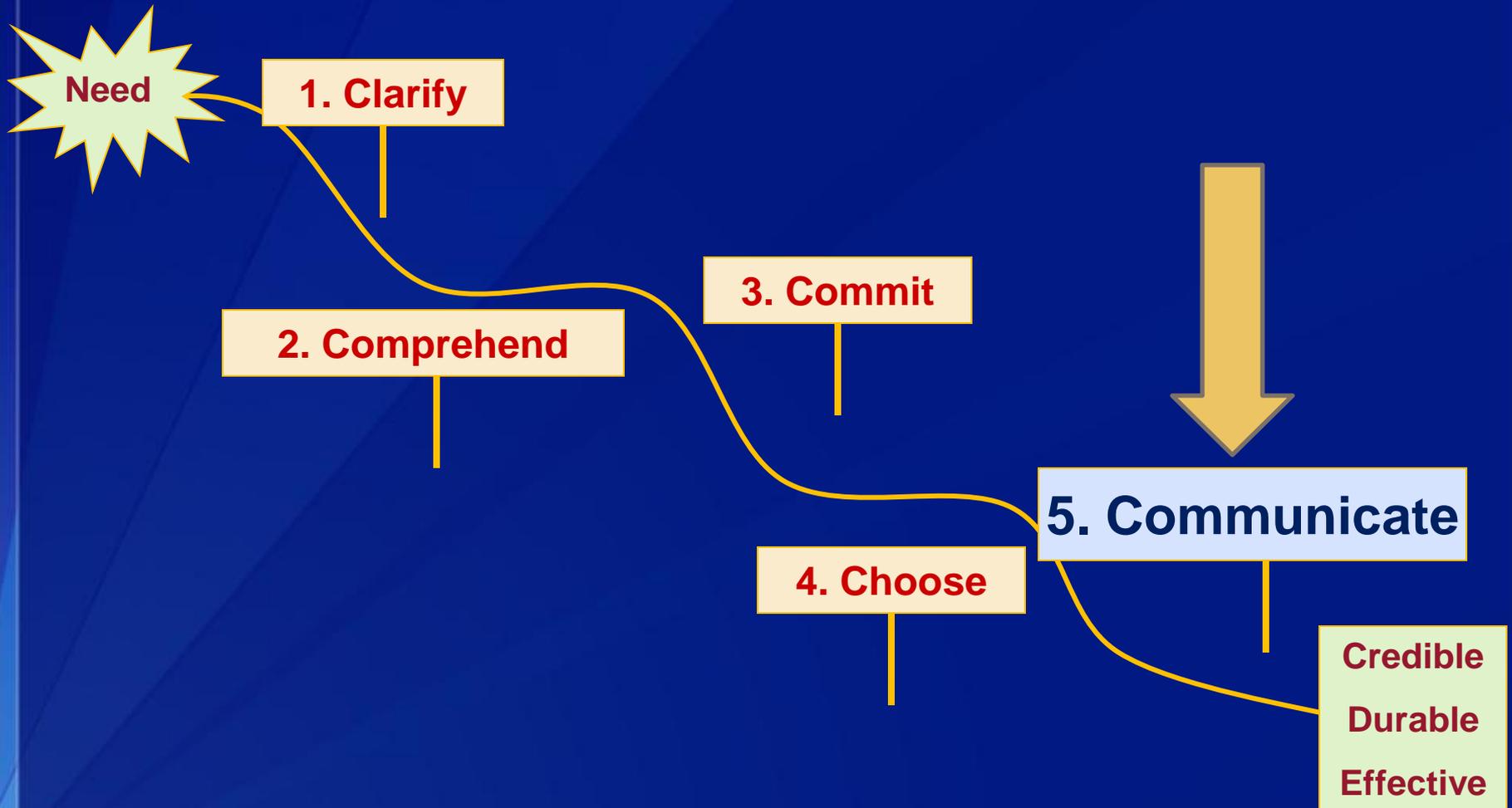
“What will the undesirable impacts be?” “Who will bear the burden of this decision?”



*If you want to go
quickly, go alone. If
you want to go far, go
together.*

African proverb

The Road to a Good Decision



Communicate...

...the decision to those who have a need/right to know.

Activities: develop clear, transparent summary of decision; determine audience, timing, and method of communication

Trigger Questions:

“How can we transparently communicate the decision including the reasons and the likely downside?”

“Who should hear about this, when, and from whom?”



Courage

Fidelity

Honesty

The Road to a Good Decision

