

Chapter 1 : Decision | Definition of Decision by Merriam-Webster

Decision making is intrinsically linked to our emotions, so much so that when a person suffers damage to her orbitofrontal cortex—a part of the brain just behind the eyes that's strongly involved in processing emotions—she can lose her decision-making ability entirely.

Making the Decision Euthanasia: Making the Decision While some pets die of old age in the comfort of their own home, many others become seriously ill, get injured in some way or experience a significantly diminished quality of life as they grow very old. In these situations, it may be necessary for you to consider having your pet euthanized in order to spare it from pain and suffering. Here are some suggestions for dealing with this difficult decision, as well as some information about the euthanasia procedure itself. He or she is the best-qualified person to help guide you through this difficult process. Here are some signs that may indicate your pet is suffering or no longer enjoying a good quality of life: He is experiencing chronic pain that cannot be controlled with medication your veterinarian can help you determine if your pet is in pain. He has stopped eating or will only eat if you force feed him. He is incontinent to the degree that he frequently soils himself. He has lost interest in all or most of his favorite activities, such as going for walks, playing with toys or other pets, eating treats or soliciting attention and petting from family members. He cannot stand on his own or falls down when trying to walk. He has chronic labored breathing or coughing. Saying goodbye Once you have made this very difficult decision, you will also need to decide how and where you and your family will say the final goodbye. Before the procedure is scheduled to take place, make sure that all members of your family have time with the pet to say a private goodbye. If you have children, make sure that you explain the decision to them and prepare them for the loss of the pet in advance. It is an individual decision whether or not you and your family want to be present during the euthanasia procedure. For some pet owners, the emotion may be too overwhelming, but for many, it is a comfort to be with their pet during the final moments. It may be inappropriate for young children to witness the procedure since they are not yet able to understand death and may also not understand that they need to remain still and quiet. Some veterinarians will come to your house, which allows both the pet and the family to share their last moments together in the comfort of their own home. What to expect Making the decision to say goodbye to a beloved pet is stressful, and your anxiety can often be exacerbated if you do not know what to expect during the euthanasia procedure. Your veterinarian will generally explain the procedure to you before he or she begins. Small to medium-size pets are usually placed on a table for the procedure, but larger dogs may be more easily handled on the floor. Regardless of the location, make sure that your pet has a comfortable blanket or bed to lie on. In most cases, a trained veterinary technician will hold your pet for the procedure. If you plan to be present during the entire procedure, it is important that you allow enough space for the veterinarian and technician to work. Your veterinarian will probably show you where to stand so that your pet can see you and hear your voice. Your veterinarian will give your pet an overdose of an anesthetic drug called sodium pentobarbital, which quickly causes unconsciousness and then gently stops the heartbeat. Your veterinarian will draw the correct dose of the drug into a syringe and then inject it into a vein. In dogs, the front leg is most commonly used. In cats, either the front or rear leg may be used. The injection itself is not painful to your pet. If the vein ruptures, then some of the drug may leak out into the leg, and it will not work as quickly. Your veterinarian may give your pet an injection of anesthetic or sedative before the injection of sodium pentobarbital. This is most often done in pets that are not likely to hold still for the IV injection. An anesthetic or sedative injection is usually given in the rear leg muscle and will take effect in about five to 10 minutes. Your pet will become very drowsy or unconscious, allowing the veterinarian to more easily perform the IV injection. Once the IV injection of sodium pentobarbital is given, your pet will become completely unconscious within a few seconds, and death will occur within a few minutes or less. Your pet may experience some muscle twitching and intermittent breathing for several minutes after death has occurred. Your pet may also release his bladder or bowels. These events are normal and should not be cause for alarm. After your veterinarian has confirmed that your pet has passed, he or she will usually ask if you would like to have a few final minutes alone with your pet. Most

cremation services offer a choice of urns and personalized memorials. Burial is another option. You may want to bury your pet in your own yard, but before doing so, be sure to check your local ordinances for any restrictions. There are also many pet cemeteries throughout the United States.

Chapter 2 : The Decision-Making Process

Rational decision making can be more difficult than it sounds. But here are 5 simple tips to make your next decision easier by applying some poker rules and psychological research.

One way that a manager can help determine the true problem in a situation is by identifying the problem separately from its symptoms. The most obviously troubling situations found in an organization can usually be identified as symptoms of underlying problems. See Table for some examples of symptoms. All managers want to make the best decisions. To do so, managers need to have the ideal resources – information, time, personnel, equipment, and supplies – and identify any limiting factors. For example, they may lack the proper budget or may not have the most accurate information or any extra time. So, they must choose to satisfice – to make the best decision possible with the information, resources, and time available. Time pressures frequently cause a manager to move forward after considering only the first or most obvious answers. However, successful problem solving requires thorough examination of the challenge, and a quick answer may not result in a permanent solution. Thus, a manager should think through and investigate several alternative solutions to a single problem before making a quick decision. One of the best known methods for developing alternatives is through brainstorming, where a group works together to generate ideas and alternative solutions. Ideally, this spawning of ideas is contagious, and before long, lots of suggestions and ideas flow. Brainstorming usually requires 30 minutes to an hour. The following specific rules should be followed during brainstorming sessions: Concentrate on the problem at hand. In fact, the more ideas that come up, the better. In other words, there are no bad ideas. Encouragement of the group to freely offer all thoughts on the subject is important. Participants should be encouraged to present ideas no matter how ridiculous they seem, because such ideas may spark a creative thought on the part of someone else. All judgments should be deferred until all thoughts are presented, and the group concurs on the best ideas. Although brainstorming is the most common technique to develop alternative solutions, managers can use several other ways to help develop solutions. Here are some examples: It also avoids some of the pitfalls, such as pressure to conform, group dominance, hostility, and conflict, that can plague a more interactive, spontaneous, unstructured forum such as brainstorming. With this technique, participants never meet, but a group leader uses written questionnaires to conduct the decision making. No matter what technique is used, group decision making has clear advantages and disadvantages when compared with individual decision making. The following are among the advantages: Groups provide a broader perspective. Employees are more likely to be satisfied and to support the final decision. Opportunities for discussion help to answer questions and reduce uncertainties for the decision makers. These points are among the disadvantages: The decision reached could be a compromise rather than the optimal solution. Individuals become guilty of groupthink – the tendency of members of a group to conform to the prevailing opinions of the group. Groups may have difficulty performing tasks because the group, rather than a single individual, makes the decision, resulting in confusion when it comes time to implement and evaluate the decision. So, are two or more heads better than one? The answer depends on several factors, such as the nature of the task, the abilities of the group members, and the form of interaction. Because a manager often has a choice between making a decision independently or including others in the decision making, she needs to understand the advantages and disadvantages of group decision making. The purpose of this step is to decide the relative merits of each idea. Managers must identify the advantages and disadvantages of each alternative solution before making a final decision. Evaluating the alternatives can be done in numerous ways. Here are a few possibilities: Determine the pros and cons of each alternative. Weight each factor important in the decision, ranking each alternative relative to its ability to meet each factor, and then multiply by a probability factor to provide a final value for each alternative. Regardless of the method used, a manager needs to evaluate each alternative in terms of its Feasibility – Can it be done? Effectiveness – How well does it resolve the problem situation? Consequences – What will be its costs financial and nonfinancial to the organization? After a manager has analyzed all the alternatives, she must decide on the best one. The best alternative is the one that produces the most advantages and the fewest

serious disadvantages. Sometimes, the selection process can be fairly straightforward, such as the alternative with the most pros and fewest cons. Other times, the optimal solution is a combination of several alternatives. Sometimes, though, the best alternative may not be obvious. See the preceding section. In those cases, a manager simply selects the alternative with the highest probability of success. Managers are paid to make decisions, but they are also paid to get results from these decisions. Positive results must follow decisions. Everyone involved with the decision must know his or her role in ensuring a successful outcome. Ongoing actions need to be monitored. An evaluation system should provide feedback on how well the decision is being implemented, what the results are, and what adjustments are necessary to get the results that were intended when the solution was chosen. In order for a manager to evaluate his decision, he needs to gather information to determine its effectiveness. Was the original problem resolved? A manager may accomplish this by asking the following questions: Was the wrong alternative selected? Was the correct alternative selected, but implemented improperly? If so, a manager should focus attention solely on the implementation step to ensure that the chosen alternative is implemented successfully. Was the original problem identified incorrectly? Has the implemented alternative been given enough time to be successful?

Chapter 3 : Parents | Making the Vaccine Decision | CDC

In psychology, decision-making (also spelled decision making and decisionmaking) is regarded as the cognitive process resulting in the selection of a belief or a course of action among several alternative possibilities.

Maximization psychology Herbert A. Further psychological research has identified individual differences between two cognitive styles: Maximizers tend to take longer making decisions due to the need to maximize performance across all variables and make tradeoffs carefully; they also tend to more often regret their decisions perhaps because they are more able than satisficers to recognise that a decision turned out to be sub-optimal. System 1 is a bottom-up, fast, and implicit system of decision-making, while system 2 is a top-down, slow, and explicit system of decision-making. In his analysis on styles and methods, Katsenelinboigen referred to the game of chess, saying that "chess does disclose various methods of operation, notably the creation of predisposition-methods which may be applicable to other, more complex systems. Both styles are utilized in the game of chess. According to Katsenelinboigen, the two styles reflect two basic approaches to uncertainty: The combinational style is characterized by: In defining the combinational style in chess, Katsenelinboigen wrote: The objective is implemented via a well-defined, and in some cases, unique sequence of moves aimed at reaching the set goal. As a rule, this sequence leaves no options for the opponent. This approach is the crux of the combination and the combinational style of play. In playing the positional style, the player must evaluate relational and material parameters as independent variables. The positional style gives the player the opportunity to develop a position until it becomes pregnant with a combination. The terminal points on these dimensions are: For example, someone who scored near the thinking, extroversion, sensing, and judgment ends of the dimensions would tend to have a logical, analytical, objective, critical, and empirical decision-making style. However, some psychologists say that the MBTI lacks reliability and validity and is poorly constructed. For example, Maris Martinsons has found that American, Japanese and Chinese business leaders each exhibit a distinctive national style of decision-making. Several brain structures, including the anterior cingulate cortex ACC , orbitofrontal cortex and the overlapping ventromedial prefrontal cortex are believed to be involved in decision-making processes. A neuroimaging study [40] found distinctive patterns of neural activation in these regions depending on whether decisions were made on the basis of perceived personal volition or following directions from someone else. Patients with damage to the ventromedial prefrontal cortex have difficulty making advantageous decisions. A study of a two-alternative forced choice task involving rhesus monkeys found that neurons in the parietal cortex not only represent the formation of a decision [42] but also signal the degree of certainty or "confidence" associated with the decision. Emotions in decision-making Emotion appears able to aid the decision-making process. The somatic marker hypothesis is a neurobiological theory of how decisions are made in the face of uncertain outcome. Barbey and colleagues provided evidence to help discover the neural mechanisms of emotional intelligence. Please help improve this article by adding citations to reliable sources. Unsourced material may be challenged and removed. May Learn how and when to remove this template message During their adolescent years, teens are known for their high-risk behaviors and rash decisions. Recent research[citation needed] has shown that there are differences in cognitive processes between adolescents and adults during decision-making. Researchers have concluded that differences in decision-making are not due to a lack of logic or reasoning, but more due to the immaturity of psychosocial capacities that influence decision-making. Examples of their undeveloped capacities which influence decision-making would be impulse control, emotion regulation, delayed gratification and resistance to peer pressure. In the past, researchers have thought that adolescent behavior was simply due to incompetency regarding decision-making. Currently, researchers have concluded that adults and adolescents are both competent decision-makers, not just adults. Recent research[citation needed] has shown that risk-taking behaviors in adolescents may be the product of interactions between the socioemotional brain network and its cognitive-control network. The socioemotional part of the brain processes social and emotional stimuli and has been shown to be important in reward processing. The cognitive-control network assists in planning and self-regulation. Both of these sections of the brain change

over the course of puberty. However, the socioemotional network changes quickly and abruptly, while the cognitive-control network changes more gradually. Because of this difference in change, the cognitive-control network, which usually regulates the socioemotional network, struggles to control the socioemotional network when psychosocial capacities are present. Because teens often gain a sense of reward from risk-taking behaviors, their repetition becomes ever more probable due to the reward experienced. In this, the process mirrors addiction. Teens can become addicted to risky behavior because they are in a high state of arousal and are rewarded for it not only by their own internal functions but also by their peers around them. Adults are generally better able to control their risk-taking because their cognitive-control system has matured enough to the point where it can control the socioemotional network, even in the context of high arousal or when psychosocial capacities are present. Also, adults are less likely to find themselves in situations that push them to do risky things. For example, teens are more likely to be around peers who peer pressure them into doing things, while adults are not as exposed to this sort of social setting.

Chapter 4 : Decisions Quotes (quotes)

We make decisions every day; everything we say and do is the result of a decision, whether we make it consciously or not. For every choice, big or small, there's no easy formula for making the right decision.

If one particular alternative is clearly better than the rest, your choice will be obvious. However, if you still have several competing options, there are plenty of tools that will help you decide between them. If you have various criteria to consider, use Decision Matrix Analysis to compare them reliably and rigorously. Or, if you want to determine their relative importance, conduct a Paired Comparison Analysis Decision Trees are also useful when choosing between different financial options. These help you to lay options out clearly, and bring the likelihood of your project succeeding or failing into the decision-making process. When anonymity is important, decision-makers dislike one another, or there is a tendency for certain individuals to dominate the process, use the Delphi Technique to reach a fair and impartial decision. This uses cycles of anonymous, written discussion and argument, managed by a facilitator. Finding This Article Useful? But now, more than ever, is the time to "sense check" your decision. Your final decision is only as good as the facts and research you used to make it. This will help you avoid confirmation bias, a common psychological bias in decision making. Discuss your preliminary conclusions with important stakeholders to enable them to spot flaws, make recommendations, and support your conclusions. Listen to your own intuition, too, and quietly and methodically test assumptions and decisions against your own experience. Use Blindspot Analysis to review whether common decision-making problems like over-confidence, escalating commitment, or groupthink may have undermined the process. And consider checking the logical structure of your process with the Ladder of Inference , to make sure that a well-founded and consistent decision emerges at the end. Get them involved in implementing the solution by discussing how and why you arrived at your decision. The more information you provide about risks and projected benefits, the more likely people will be to support your decision. There are many tools and techniques that you can use as part of making a good decision. If you use them all, however, you could wind up spending a very long time making a very small decision. Pick and choose tools appropriately, depending on the nature and scale of the decision you want to take. Key Points Although problem solving and decision making are different processes, it is often necessary to combine them when making a complex decision. Systematically incorporating problem-solving and decision-making tools can help you make fully-informed decisions, either individually or as part of a group. The seven-step strategy is: Create a constructive environment. Investigate the situation in detail.

Chapter 5 : Decision-making process - UMass Dartmouth

The decision making process is never easy. No matter how many tricks you have up your sleeve, you're bound to lose a little sleep over the big decisions. If you're really struggling, here are a.

They have knowledge or expertise that may influence the decision i. They are informed of the final decision. Team members may even pursue their preferred option on the sly, in the hopes the official decision is a failure. Make sure everyone is prepared to fully committed to whatever is decided so you can skip the bullshit politics. Decisions that affect the work of multiple people on the project e. Smaller, isolated decisions e. This makes it easier for the core team to provide feedback on options and helps stakeholders understand the final decision. Open up a new page in Confluence or your documentation tool-of-choice and insert a 2x4 grid at the top or create the page using the DACI Blueprint for Confluence. Label the rows in the left column as Driver, Approver, Contributors, Informed. Not a Confluence user? Who is the approver? Who are the contributors? This may be multiple people per decision, and may even include someone from outside the core team. Anyone with relevant knowledge or experience is fair game. Who should be informed? This is anyone directly affected by the decision. Note that this may include people outside the core team. Adjust your DACI accordingly. Let people express their concerns, recommendations, ideas for other options to consider, etc. An hour of hashing it out in person can save you days of comment or horrors! The DACI play can be a stressful, especially if decisions are contentious or politically-charged. You just did your team a great service by taking time to lay down a clear group decision-making framework to work with. Show me Not ready yet? Get the scoop from an Atlassian development team who uses DACI, and other cool techniques, to tackle their toughest decisions. A brief description, plus the D, A, Cs, and Is for each scenario is usually enough. Create a DACI matrix on a per-service basis vs. Think of your deliverable as a set of escalation paths and procedures for communicating information after those independent decisions are made. Review and revise your DACI annually for services that are established and stable. For new service teams, we like to review the DACI quarterly or twice-yearly during the first year. It serves as a portal that makes it easy for team members and stakeholders to access detailed information about each decision. On your decision register, include a brief summary of the project such as your elevator pitch. Below that, link off to the page detailing each decision. You might also include a legend defining important terms e.

Euthanasia: Making the Decision. While some pets die of old age in the comfort of their own home, many others become seriously ill, get injured in some way or experience a significantly diminished quality of life as they grow very old.

What it means to be an educated person Decision-making process Decision making is the process of making choices by identifying a decision, gathering information, and assessing alternative resolutions. Using a step-by-step decision-making process can help you make more deliberate, thoughtful decisions by organizing relevant information and defining alternatives. This approach increases the chances that you will choose the most satisfying alternative possible. Download the PDF Step 1: Identify the decision You realize that you need to make a decision. Try to clearly define the nature of the decision you must make. This first step is very important. Gather relevant information Collect some pertinent information before you make your decision: Other information is external: Identify the alternatives As you collect information, you will probably identify several possible paths of action, or alternatives. You can also use your imagination and additional information to construct new alternatives. In this step, you will list all possible and desirable alternatives. Weigh the evidence Draw on your information and emotions to imagine what it would be like if you carried out each of the alternatives to the end. Evaluate whether the need identified in Step 1 would be met or resolved through the use of each alternative. Finally, place the alternatives in a priority order, based upon your own value system. Choose among alternatives Once you have weighed all the evidence, you are ready to select the alternative that seems to be best one for you. You may even choose a combination of alternatives. Your choice in Step 5 may very likely be the same or similar to the alternative you placed at the top of your list at the end of Step 4. If the decision has not met the identified need, you may want to repeat certain steps of the process to make a new decision. For example, you might want to gather more detailed or somewhat different information or explore additional alternatives.

Chapter 7 : How to Make Decisions - Decision Making Tools From calendrierdelascience.com

The most important attribute of patient-centered care is the active engagement of patients when fateful health care decisions must be made – when they arrive at a crossroads of medical options.

Before you decide to vaccinate your baby, you may wish to know more about: How Vaccines Prevent Diseases The diseases vaccines prevent can be dangerous, or even deadly. When germs, such as bacteria or viruses, invade the body, they attack and multiply. This invasion is called an infection, and the infection is what causes illness. The immune system then has to fight the infection. Once it fights off the infection, the body has a supply of cells that help recognize and fight that disease in the future. These supplies of cells are called antibodies. Instead it causes the immune system to develop the same response as it does to a real infection so the body can recognize and fight the vaccine-preventable disease in the future. Sometimes, after getting a vaccine, the imitation infection can cause minor symptoms, such as fever. Such minor symptoms are normal and should be expected as the body builds immunity. As children get older, they require additional doses of some vaccines for best protection. Older kids also need protection against additional diseases they may encounter. Learn more about vaccines for your pre-teens and teens. But, all of those shots add up to protection for your baby against 14 infectious diseases. Young babies can get very ill from vaccine-preventable diseases. The Advisory Committee on Immunization Practices ACIP , a group of medical and public health experts that develops recommendations on how to use vaccines to control diseases in the United States, designs the vaccination schedule. Although children continue to get several vaccines up to their second birthday, these vaccines do not overload the immune system. The antigens in vaccines come from weakened or killed germs so they cannot cause serious illness. Even if your child receives several vaccines in one day, vaccines contain only a tiny amount of antigens compared to the antigens your baby encounters every day. This is the case even if your child receives combination vaccines. Combination vaccines take two or more vaccines that could be given individually and put them into one shot. Children get the same protection as they do from individual vaccines given separately – but with fewer shots. The most common side effects are mild. On the other hand, many vaccine-preventable disease symptoms can be serious, or even deadly. Even though many of these diseases are rare in this country, they still occur around the world. The side effects from vaccines are almost always minor such as redness and swelling where the shot was given and go away within a few days. If your child experiences a reaction at the injection site, use a cool, wet cloth to reduce redness, soreness, and swelling. Serious side effects after vaccination, such as severe allergic reaction, are very rare and doctors and clinic staff are trained to deal with them. Pay extra attention to your child for a few days after vaccination. Vaccine Ingredients Vaccines contain ingredients, called antigens, which cause the body to develop immunity. Vaccines also contain very small amounts of other ingredients. All ingredients either help make the vaccine, or ensure the vaccine is safe and effective. These types of ingredients are listed below.

Chapter 8 : Decision-making - Wikipedia

What is Decision Making? In its simplest sense, decision-making is the act of choosing between two or more courses of action. In the wider process of problem-solving, decision-making involves choosing between possible solutions to a problem.

Chapter 9 : How Good Is Your Decision Making? - from calendrierdelascience.com

The decision you're making has likely been made in the past. While the problems you're trying to solve are unique to you, it's highly probable that someone else has solved the same issue at a.