

## **HOW MANAGERS MAKE STRATEGIC DECISIONS**

Each year an astounding number of books and articles appear around the world on the subject of management decision making, leadership, goal setting, and achieving victory (or at least management success).

No matter which prescriptions or labels from creative management gurus you choose, there is a recognizable pattern of management decision making. The model that emerges has six important components with an optimum order. For decisions that matter, all six components will come into play. Omitting or skipping a component or changing the order is how mistakes happen, damage occurs, careers as well as companies get redefined.

Each of the six components has three powerful common elements:

1. **Factual basis:** What we actually know, can count on, trust, or see.
2. **Real-time:** On issues that matter, ideally there is a very small gap in time between decision and action. The larger the separation between decision and action the greater the likelihood that significant factual change may make a portion or all of the action less than optimum.
3. **Outcome focus:** Strategic decision making is always about the future. The past can only be re-imagined, reconfigured, rewritten, relived, and reinterpreted. It can't be changed. Looking forward allows us to set the past aside and deal in today and tomorrow. This is a much more positive and controlling approach.

## **THE IDEAL PROCESS**

In theory, management decision-making goals are easily identified: decisions are *rational*; reasoning is *logical*. If the process can achieve rationality and logic, the decisions made and actions taken will be *unemotional* and *incremental*.



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## ABOUT THE AUTHOR

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He is a prolific author (several books, hundreds of articles), lecturer (corporate, college and university), coach, and counselor. He is quoted in publications such as *The New York Times*, *The Wall Street Journal*, *The Miami Herald*, the *Harvard Business Review*, and industry trade journals. He is a columnist, advisor, or editor for almost every major public relations periodical. His 1992 book, *Influencing Public Attitudes: Strategies that Reduce the Media's Power*, remains a classic work in the field of direct communication. He is an internationally recognized speaker on crisis management, ethics, media relations, public affairs, and reputation preservation and restoration. Visiting his Web site, [www.e911.com](http://www.e911.com), is like attending the University of Crisis Management.

An accredited member of the International Association of Business Communicators (ABC) and the Public Relations Society of America (APR), Mr. Lukaszewski is a member of the PRSA's College of Fellows (Fellow PRSA) and Board of Ethics & Professional Standards. He served as a crisis communications advisor to the International Disaster Advisory Committee, Agency for International Development, Office of U.S. Foreign Disaster Assistance from 1989 to 1992, and is a civilian advisor to several other federal agencies. He lectures annually at the U.S. Marine Corp's East Coast Commander's Media Training Symposium and was the second recipient of its Drew Middleton Award. He is the recipient of both Ball State University's 2004 National Public Relations Achievement Award and the 2004 Patrick Jackson Award for Distinguished Service to PRSA, and is among the winners of the 2005 *PR News* Lifetime Achievement Award. His name appeared in *Corporate Legal Times* as one of "28 Experts to Call When All Hell Breaks Loose," and in *PR Week* as one of 22 "crunch-time counselors who should be on the speed dial in a crisis."