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PREFACE

Where do brilliant executive wisdom and actions come from? *Making Tough Decisions Well and Badly* (MTDWB) assesses the literature that examines executives' conscious and non-conscious steps taken and not taken in sense-making of environments/contexts, forecasting_1 (without decision intervention), framing problems/opportunities, constructing algorithms on how-to-decide, forecasting_2 (assessing decision intervention alternatives) deciding, implementing, and assessing outcomes following from decisions and outcomes. MTDWB includes anecdotal histories of a few good and bad decisions and the executives who made them. What are the common threads in framing, forecasting, deciding, and actions by Steve Jobs, Martin Luther King, Jr, Senator Wayne Morris, Winston Churchill, Abraham Lincoln, Sam Walton, Mahatma Gandhi, and Bill Gates? How are these common threads useful for achieving superior competences? MTDWB answers these questions. MTDWB assesses decision tools that help (e.g., use of case-based modeling) and hurt (e.g., use of product portfolio paradigms; use of fit-only regression analysis and symmetric testing) that appear often in the popular business and academic literature on making tough decisions. MTDWB includes recommendations covering what to do and what not to do for making tough decisions well and avoiding doing them badly.