

The
Economist

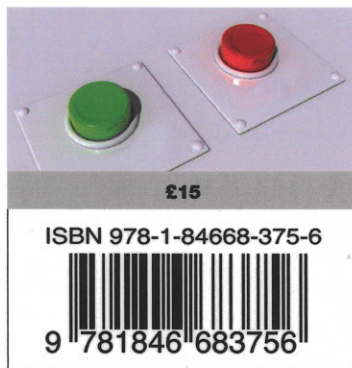
Guide to Decision Making

It is on the decisions managers make that the success of their organisations depends. Yet if it is so simple, why do businesses keep getting it wrong – and in some cases disastrously wrong?

All decisions involving uncertainty involve the risk of failure but there is also the inescapable fact that decisions are made by people and are therefore subject to human fallibility. Overconfidence, doubling up rather than admitting that a previous decision was wrong, organisational politics and turf wars, a lack of boldness or a fear of stepping out of line, a failure to spot the obvious, inadequate information, flawed assumptions or simply poor judgment are just some of the explanations for bad decisions. This book explains how to be aware of the different traps that decision-makers can fall into – and provides an invaluable guide to how to make much better decisions.

'Making the best decisions is complicated. This book reviews common mistakes associated with decision-making and gives useful practical advice on how to avoid them.' Douglas McWilliams, Professor of Commerce, Gresham College, London

Helga Drummond is Professor of Decision Sciences at Liverpool University Management School. Among the organisations for which she has played or currently plays a non-executive or advisory role are the Ministry of Defence, the Royal Institution of Chartered Surveyors, the General Optical Council, the Joint Council of the Inns of Court, and the Defence Scientific Advisory Council. This is her 12th book.



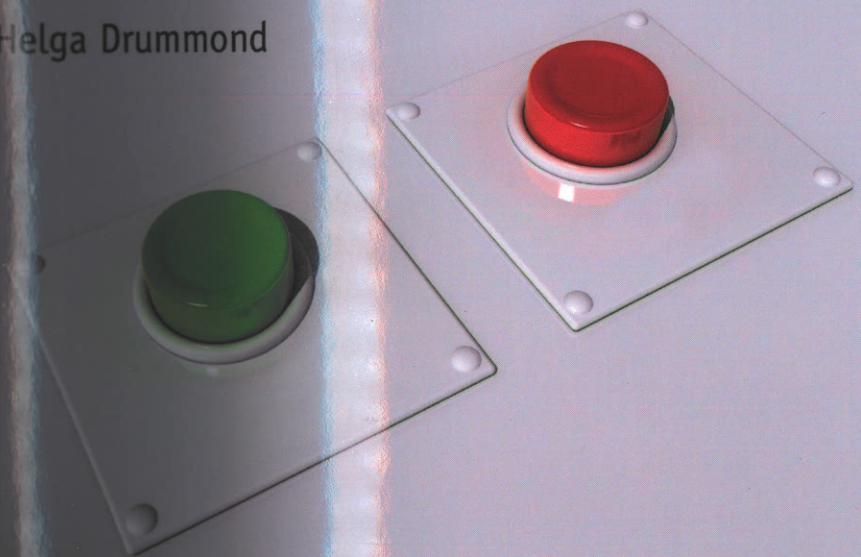
Cover design: BRILL
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Getting it more right than wrong

Helga Drummond



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