

CHAPTER 11

Decision Making Process





Nature

Soil erosion occurs in two ways: Through small events (rainfall or wind-blow) and as a result of large storms. The erosion caused by small common events may appear to be insignificant, but the cumulative impact may, over the long haul, be severe.

Business Lesson

Most of our resources (time, effort and money) at Porter & Associates were spent on big issues or events. Should we buy-out a competitor? Should we open a branch office out of state? Should we resign our largest account? What I have discovered, however, is the impact of all the seemingly small decisions that I made over our 22 year history probably had a more dramatic affect on the company than the larger scale, one-time decisions. To ensure that you are not contributing to the erosion of the values, mission and direction of your company, no matter how small or harmless your decision appears to be ask yourself three questions: (1) Why am I doing what I am doing (what are my deepest personal reasons for making this decision)? (2) What is my intention? (3) What am I trying to achieve?