

# Decision Making, Emotional or Rational?

by *Gerrit Muller* USN-SE

e-mail: `gaudisite@gmail.com`

`www.gaudisite.nl`

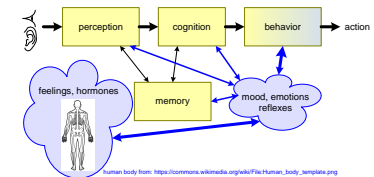
## Abstract

As scientists and engineers, we strive for rational decision making. However, whenever humans take decision, their emotions play a dominating role. How can we cope with emotions and achieve a good balance between emotion and ratio?

### Distribution

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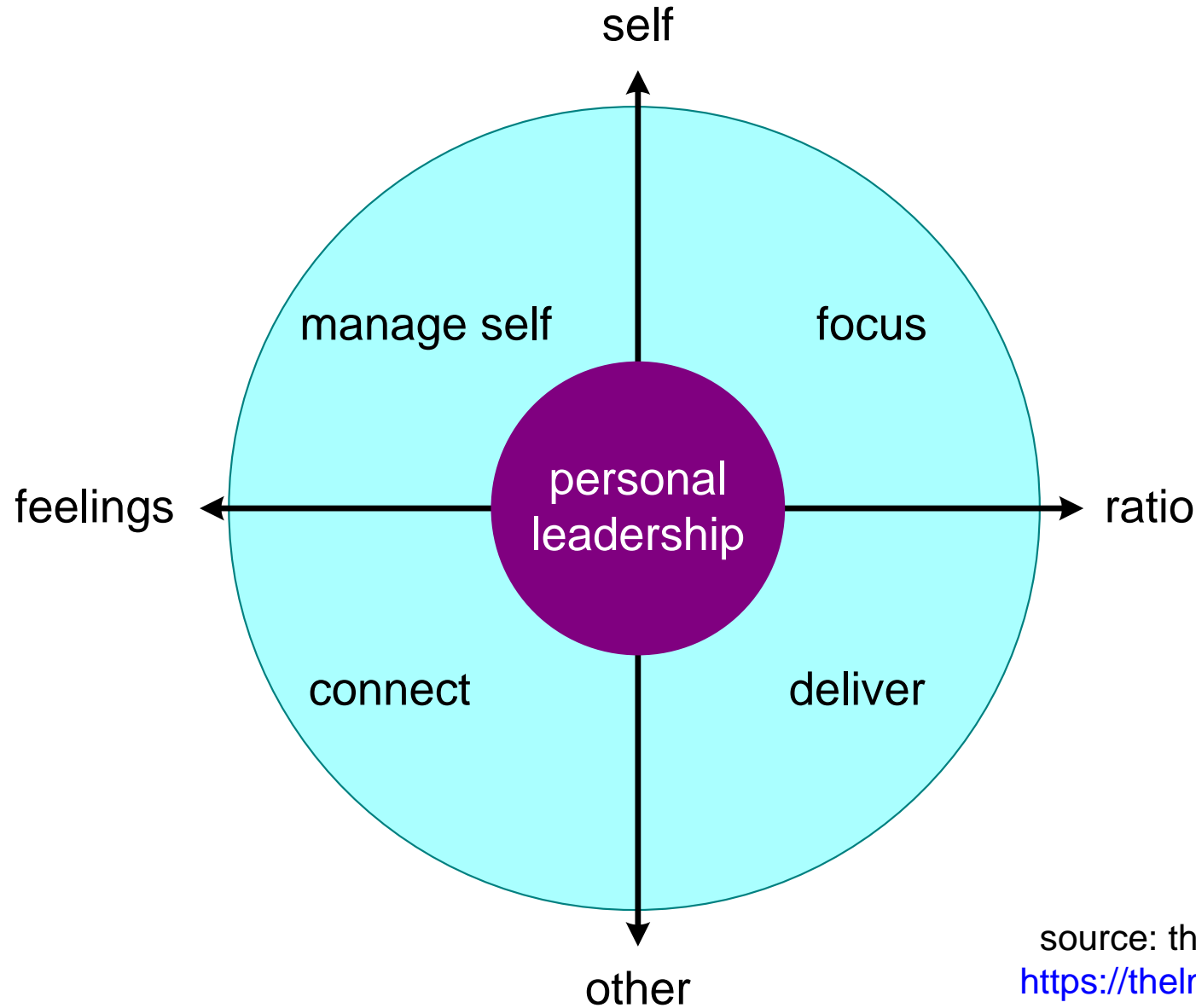


# Goals of Today

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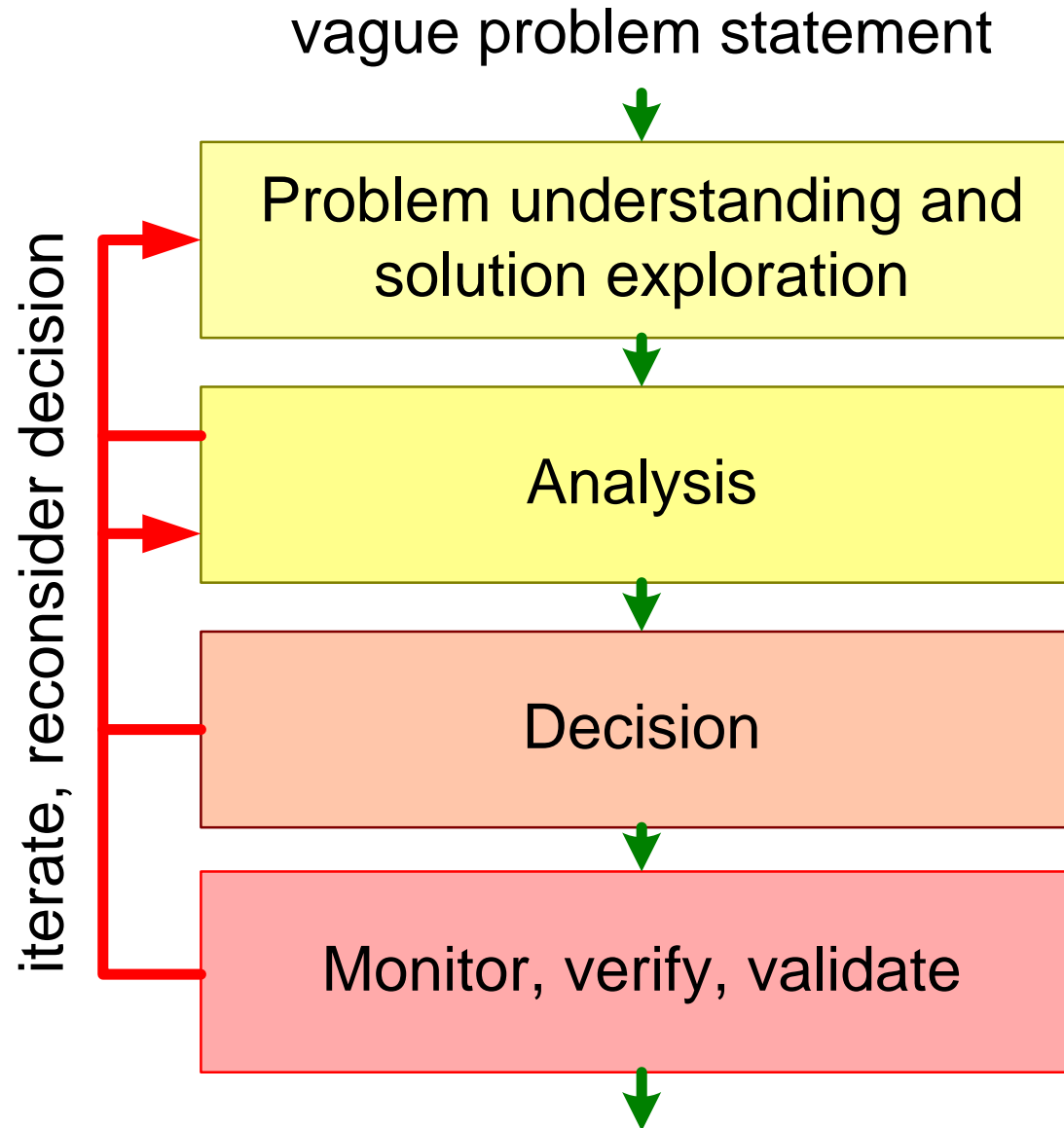
- Share the KPA **Strategy** to make it “**alive**”
- Learn about **Decision Making**
- Learn about the relevance of **emotions** in Decision Making
- Get to know **colleagues** better

# Effective Team Work Requires Coping with Feelings and Ratio

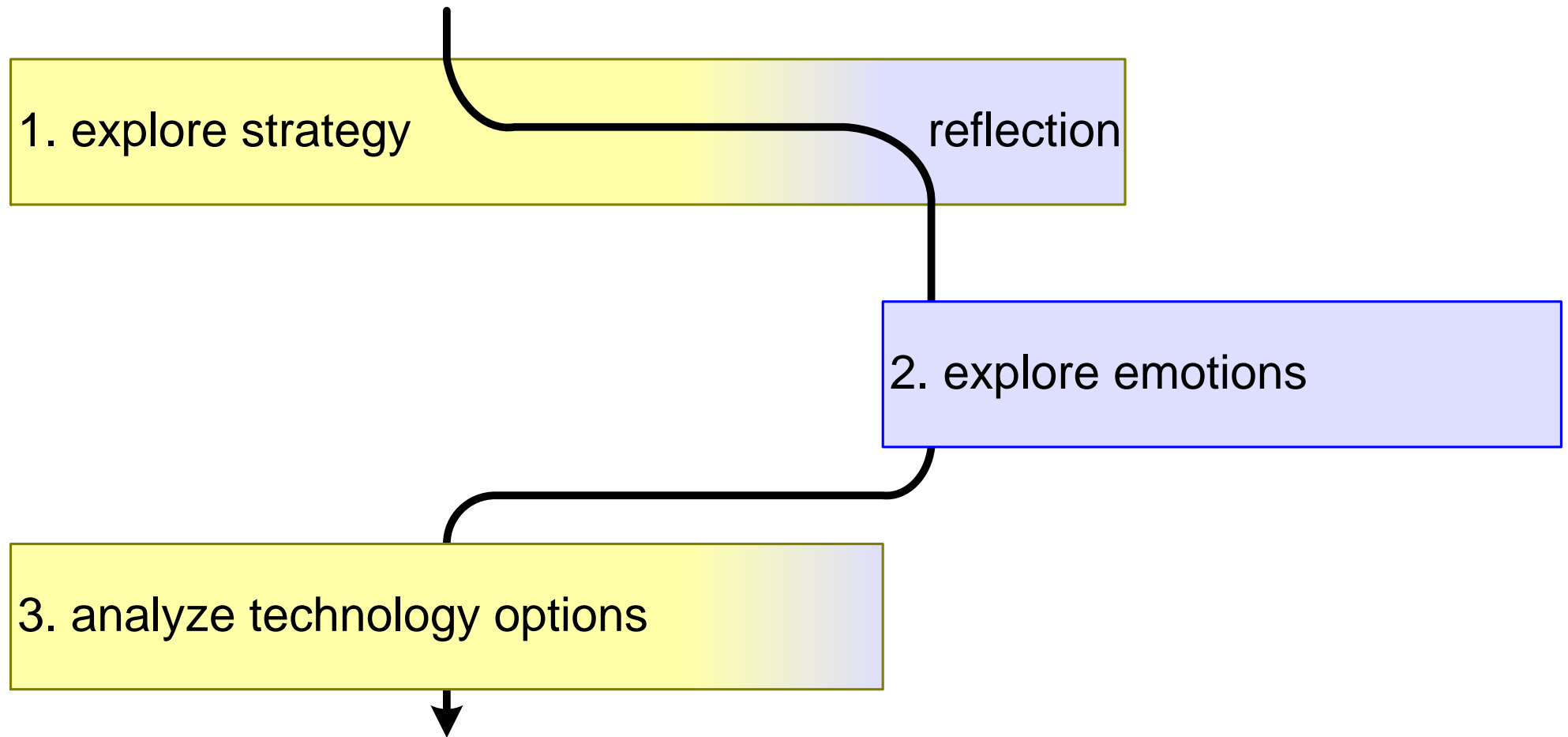


source: the LMS group  
<https://thelmsgroup.nl/en/>

# A Simple Decision Making Process



# Visualization of the Program; Alternating Perspectives



# BreakOut Session 1, Explore the Strategy

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Individual preparation, 5 minutes:

- How does your own work fit in the strategy?
- How does the strategy support your work?

Discuss as breakout group at department level:

- What do you like about the KPA Strategy
- What questions do you have about the KPA Strategy?
- Make a flipover with what you like and questions

Read the flips of other groups.

Copy good ideas from other groups, add them with a sticker to your own flip

> minimal 2 ideas per person

> Be **curious**, how do others think?

# Reflect on Your Feelings and Emotions

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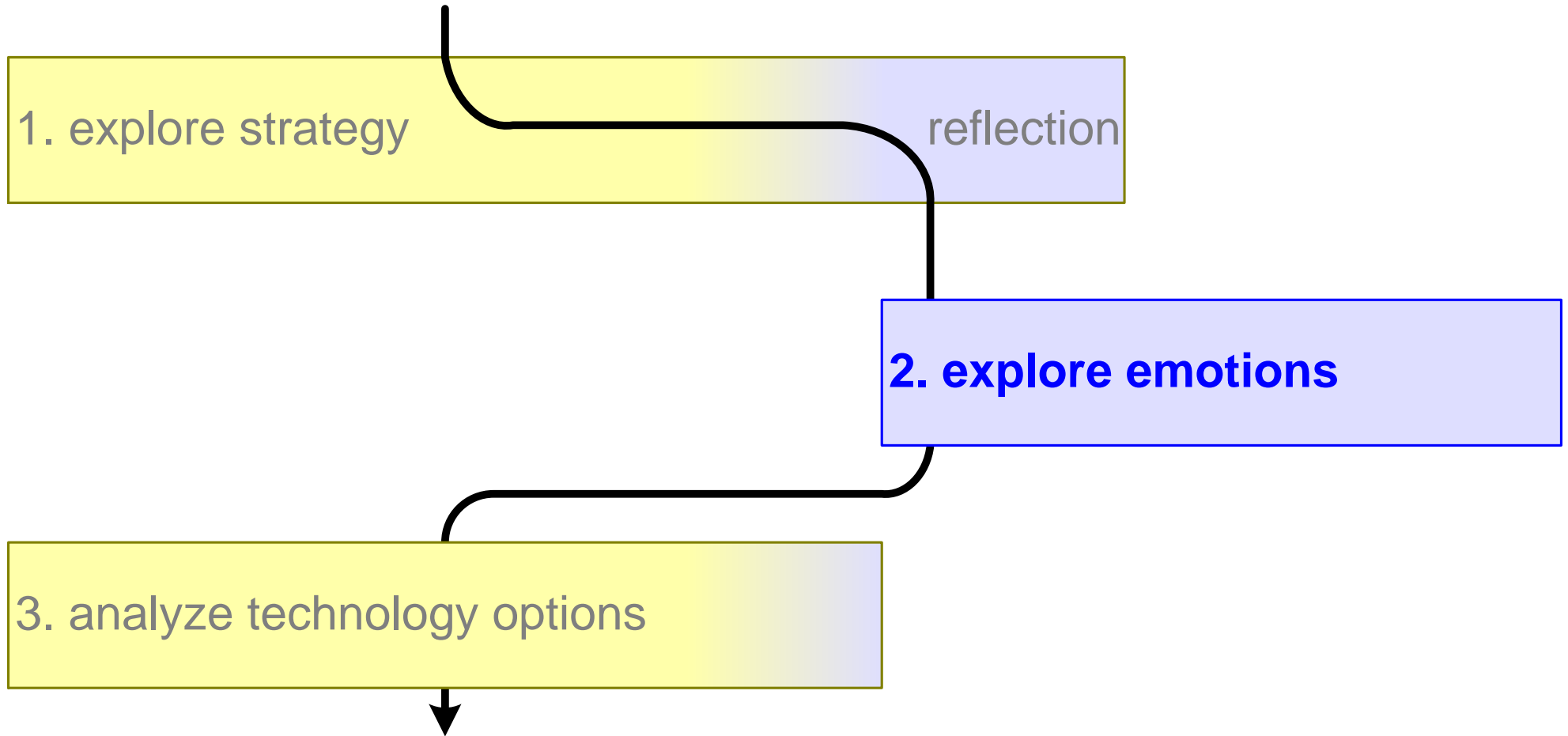
Individual, reflect using these questions

- What did you **feel** (that means in your body, physical) and what **emotions** did you experience, during the strategy discussion?
- What **triggered** these **feelings and emotions**?

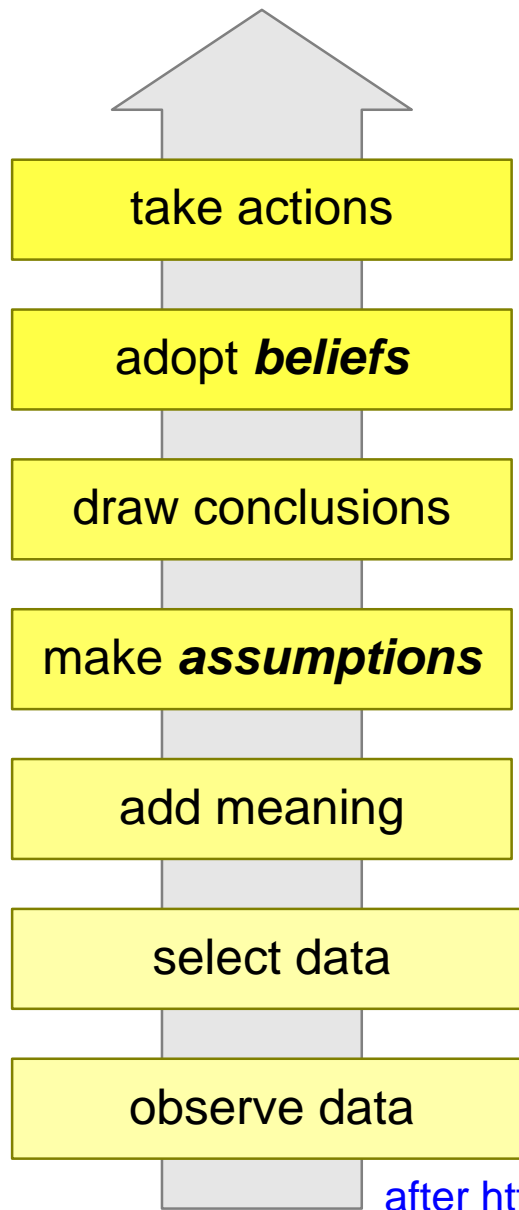
Duos, make a brief walk with someone you haven't spoken recently, telling each other about your reflections on emotions and feelings.

# Step 2: Explore Emotions

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# Argyris Model from Observation to Action



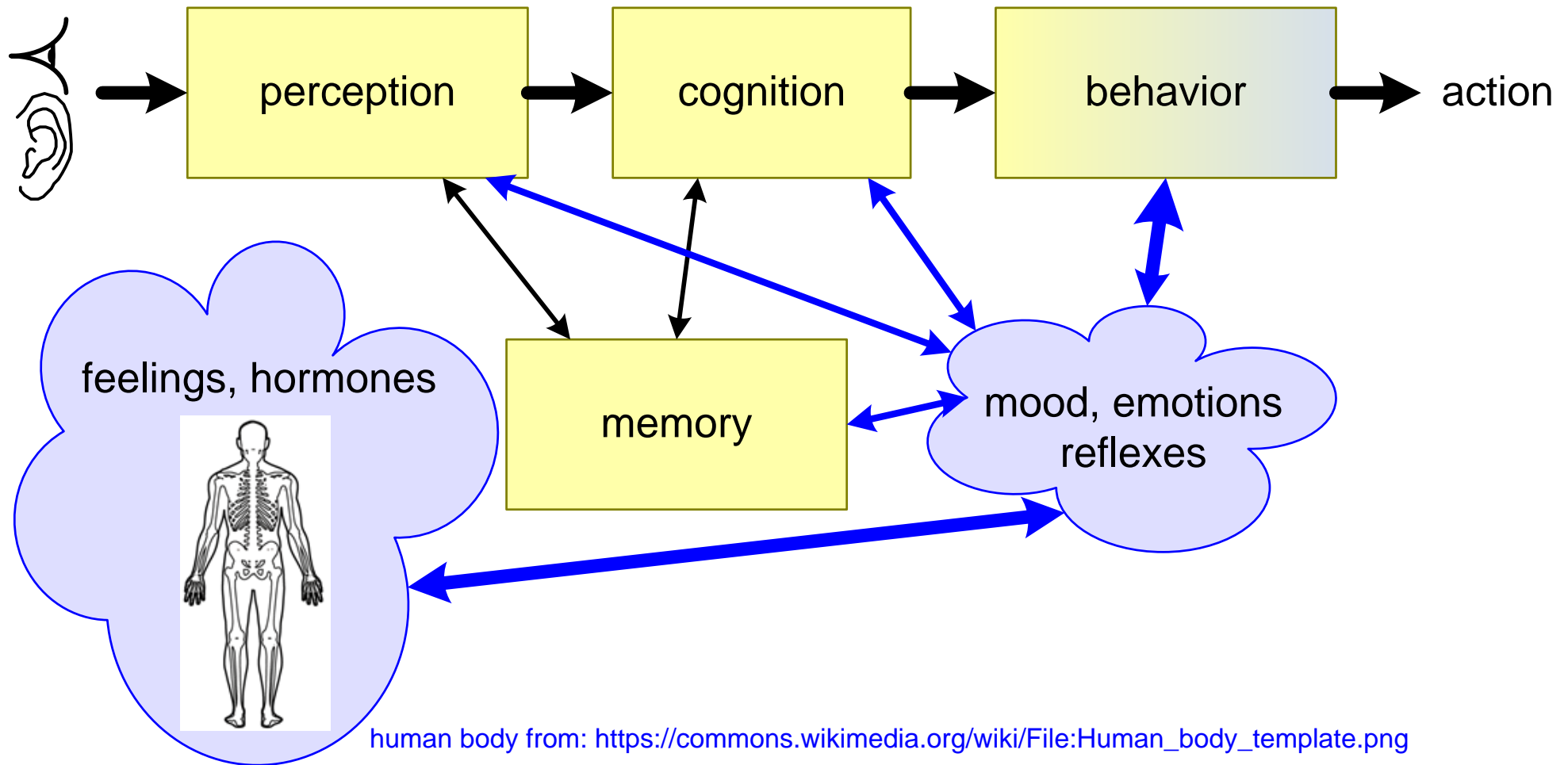
The “Ladder of Inference” originally proposed by Chris Argyris and developed by Peter Senge and his colleagues [The Fifth Discipline Fieldbook] illustrates how these biases can be built into our thinking. <https://pivotalthinking.wordpress.com/tag/ladder-of-inference/>

reflexive loop

beliefs influence what we observe

after <https://pivotalthinking.files.wordpress.com/2011/11/plain-inference.png>

# Gerrit's Naive Conceptual Model of Humans



# BreakOut Session 2, Exploring Feelings and Emotions

Individual, think of a recent (at work, at home, or elsewhere) where you responded emotionally. Reconstruct what happened, so that you can share the situation with the breakout group.

In the breakout group, use ~10 minutes per person

- The person briefly **sketches** the **context**, the **situation**, and what **emotions** played a role
- As group, explore the **emotions** and the effect of the emotions on the **behavior** of the persons involved
- Make a flipover showing the emotions and the effects on the behavior

# Market Session 2, Formulate Question

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Read the flips of other groups.

What **feelings**, **emotions**, or **behavior** aspects would you like to discuss more?

Capture what you want to discuss in a **specific question**

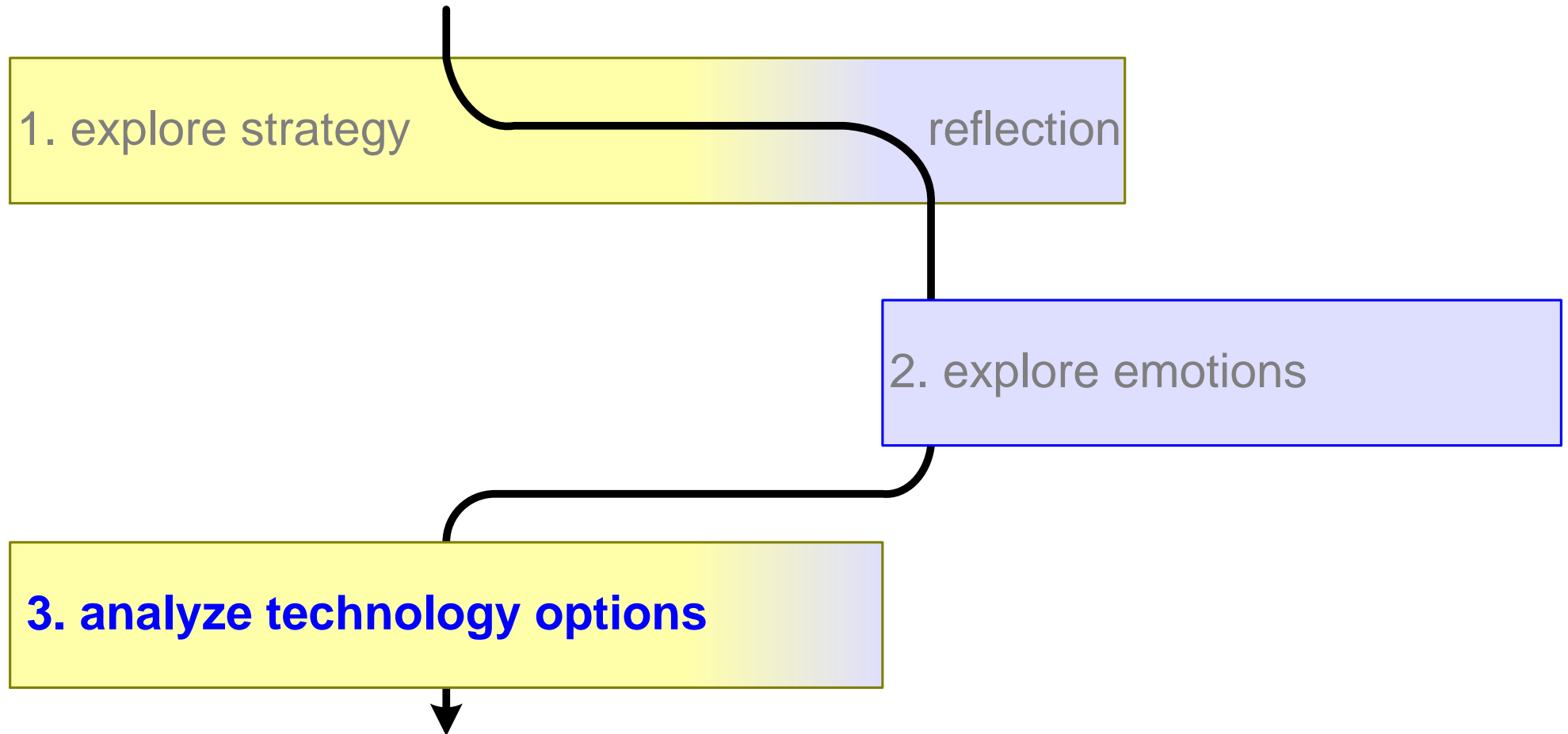
> **minimal 1 question per person**

Write the question on a yellow note sticker

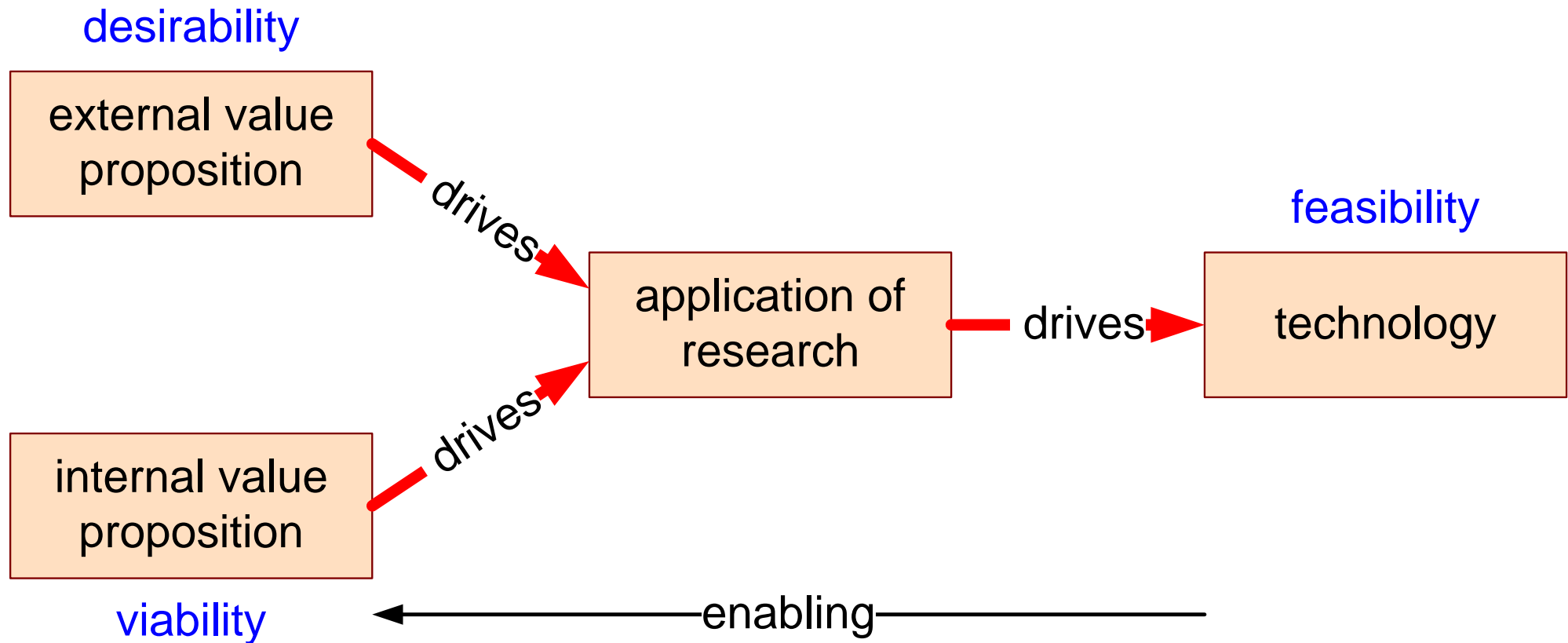
> when the facilitator gives the sign attach the sticker to the plenary flip with questions

# Step 3: Analyze Technologies

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


# Compare Technologies Using These Perspectives



# BreakOut Session 3, Come to a Recommendation with Rationale

Make a **comparison matrix** for some of the **technologies**.

- select at least 3 **technologies** (interesting, hot often debated)
- define 7 to 10 **criteria**, relating to **desirability, viability, and feasibility** for comparison
- **score** the technologies against the criteria, for example using a scale from 1 to 5: **1 = very poor, 5 = very good**, add explaining notes
- formulate a **recommendation** with a **rationale**

	concept 1 	concept 2 	concept 3 
critterion 1	vulnerable MTTR <span style="background-color: #f8d7da; padding: 2px;">1</span>	robust 30 hours <span style="background-color: #fff3cd; padding: 2px;">3</span>	robust access <span style="background-color: #d4edda; padding: 2px;">5</span>
critterion n	reusing platform <span style="background-color: #d4edda; padding: 2px;">4</span>	reusing platform <span style="background-color: #d4edda; padding: 2px;">4</span>	resource shortage <span style="background-color: #f8d7da; padding: 2px;">2</span>
	lowest, because		highest, because

As a group

- Transform the **recommendation** into a pitch to the **department leadership**
- Duration about **1 minute**
- Agree on **who presents** the pitch

A good pitch resonates (emotionally as well as rationally) with leadership as well as all team members