

On Making Smart Decisions

The Hidden Traps in Decision Making 1
by John S. Hammond, Ralph L. Keeney, and Howard Raiffa

Before You Make That Big Decision . . . 21 by Daniel Kahneman, Dan Lovallo, and Olivier Sibony

How to Avoid Catastrophe 41
by Catherine H. Tinsley, Robin L. Dillon, and Peter M. Madsen

Conquering a Culture of Indecision 57 by Ram Charan

What You Don't Know About Making Decisions 75 by David A. Garvin and Michael A. Roberto

Who Has the D? 95

by Paul Rogers and Marcia Blenko

How (Un)ethical Are You? 115 by Mahzarin R. Banaji, Max H. Bazerman, and Dolly Chugh

Make Better Decisions 133 by Thomas H. Davenport

Why Good Leaders Make Bad Decisions 145 by Andrew Campbell, Jo Whitehead, and Sydney Finkelstein

Stop Making Plans; Start Making Decisions 157 by Michael C. Mankins and Richard Steele

About the Contributors 177 Index 179