to effectively manage our teams to make better decisions. The frames we use to view the world determine what we see. Look.

The frames we use to view the world determine what we see.

CHAPTER 8

MANAGING FRAMES TO MAKE BETTER DECISIONS

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WHARTON ON MANAGING DECISIONS (PP. 131-55).

IN S. Hoch & H. Konetschny (Eds.),
MANAGING FRAMES TO MAKE BETTER DECISIONS

Even once, they encounter our thinking to help out, much more balanced and not be directed by their.

The mental structures and associated processes such as pattern matching, which can produce confounding results, are often different than what they perceive. This situation in which the unexpected occurs is not discouraged, and can be helpful in forming our intuition. Intuition is based on familiar and relevant experience, and can be effective.

The key to effective intuition is understanding your own experience. Personal experiences can be misleading, and often lead to incorrect conclusions.

Recognizing and understanding your own experience is critical to using intuition effectively. The key is to be aware of your own biases and to be open to new perspectives.

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The key to effective intuition is understanding your own experience. Personal experiences can be misleading, and often lead to incorrect conclusions. They are often filtered through the lens of our personal biases and can be influenced by our emotions. However, recognizing and understanding these biases can help us make better decisions.

MANAGERIAL DECISION MAKING
MANAGING FRAMES TO MAKE BETTER DECISIONS

(Continued)

THE CHOICE OF FRAME IS NOT IN THE EXERCISE. THE FRAME FORMS CAN HAVE

IMPRIORITED BY FRAMES

The choice of frame is not in the exercise. The frame forms can have

Practitioner Lessons can be more easily exposed, understood, and to

PRACTICAL LEARNING (continued)

MANAGING FRAMES TO MAKE BETTER DECISIONS

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Framing analysis

In business context, framing refers to the way information is presented which can influence how it is perceived and understood. Effective framing can help to highlight certain aspects of a problem or opportunity and downplay others, thereby altering how stakeholders perceive its significance.

Framing influences our perception of situations and can shape our decisions. In the context of business decision-making, framing can be crucial in determining the course of action.

Framing Questions

When making decisions, it is important to consider the framing of the situation. This involves asking questions that help to clarify the decision-making process.

1. What is the problem or opportunity we are dealing with?
2. What are the key factors that will influence the decision?
3. What are the potential outcomes of each option?
4. How will each option align with our goals and values?

By asking these types of questions, we can better understand the decision-making process and make more informed choices.

Framing TRAPS

In business, framing can also be a trap, leading to biases and distorted perceptions.

1. Confirmation bias: Seeking out information that confirms our beliefs, while discounting information that contradicts them.
2. Anchoring bias: Overreliance on initial information or data that can influence subsequent decisions.
3. Availability bias: Overestimating the importance of events or outcomes that are easily recalled or memorable.
4. Sunk cost fallacy: Continuing investments or actions based on past investments or efforts, rather than focusing on future outcomes.

Understanding these framing traps is crucial in making informed decisions. By being aware of these biases, we can take steps to mitigate their impact and make more effective decisions.
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MANAGING FRAMES TO AVOID...

THE TRAPS

MANAGING FRAMES TO MAKE BETTER DECISIONS

Oversaturation

Overconfidence

Frame Conflict

Misperceptions and overconfidence:
- People who are overconfident tend to make worse decisions, because they are less likely to seek alternative perspectives or consult others.
- Overconfidence can lead to overestimation of personal abilities and underestimation of risks.

The Illusion of Competence

The more skillful a person is at a task, the more likely they are to overestimate their abilities and underestimate the difficulty of the task.

Between facts and making a decision:
- Our brains seek meaning in the data we receive, which can lead to overconfidence in our judgments.
- To combat this, we need to be aware of our biases and seek out diverse perspectives.

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MANAGING DECISIONS MAKING

1. See the Frame by Conducting a Frame Audit

We next identify three key steps for taking charge of your frames:

1. **Locate the answer.** The first crucial step is to ask yourself, "What are the frames that currently limit my thinking?"

2. **Identify the frame.** Once you have identified the frames, you can begin to analyze and challenge them.

3. **Break the frames.** Finally, you can break the frames by changing the underlying assumptions and beliefs that support them.

Through this process, you can gain greater control over your thinking and decision-making.
Exercises 1. Suggesting Models and Themes

1. Propositions Formed For General Businesses

- Propositions for General Businesses

2. Propositions Formed for Different Businesses

- Propositions for Different Businesses

3. Your View of Propositions or Rules

- Your View of Propositions or Rules

4. Objections, Counter-arguments, and Counter-Arguments

- Objections, Counter-arguments, and Counter-Arguments

5. Objections to the Formulations of Different Business

- Objections to the Formulations of Different Business

6. Your view of Objections to Propositions

- Your View of Objections to Propositions

7. Counter-Arguments and Counter-Arguments

- Counter-Arguments and Counter-Arguments

8. Counter-Arguments to Propositions

- Counter-Arguments to Propositions

9. Counter-Arguments to Objections

- Counter-Arguments to Objections

10. Counter-Arguments to Counter-Arguments

- Counter-Arguments to Counter-Arguments

11. Counter-Arguments to Counter-Arguments

- Counter-Arguments to Counter-Arguments

12. Counter-Arguments to Propositions

- Counter-Arguments to Propositions

13. Counter-Arguments to Objections

- Counter-Arguments to Objections

14. Counter-Arguments to Counter-Arguments

- Counter-Arguments to Counter-Arguments

15. Counter-Arguments to Propositions

- Counter-Arguments to Propositions

16. Counter-Arguments to Objections

- Counter-Arguments to Objections

17. Counter-Arguments to Counter-Arguments

- Counter-Arguments to Counter-Arguments

18. Counter-Arguments to Propositions

- Counter-Arguments to Propositions

19. Counter-Arguments to Objections

- Counter-Arguments to Objections

20. Counter-Arguments to Counter-Arguments

- Counter-Arguments to Counter-Arguments
I. Does your frame prompt you to ask the right questions most of the time?

2. What can you do to improve your framing skills over time?

3. How do you know which frame you are in?

4. Where is the origin of these assumptions in your parent's culture?

5. What are some of the deeper assumptions behind your frames?

6. When are you most likely to be in your parents' frame?

7. What are your frame's biases (division vs. cohesion)?

8. How are these biases likely to affect your performance?

9. What are some potential solutions to address these biases?

10. If your frame is biased, how can you correct it?

11. Are there any other frames you need to consider?

12. How can you ensure that you are using the correct frame for the situation?

II. Once you've identified the frame you are in, can you change it?

1. What are the symptoms of your current frame?

2. What are the diagnostic symptoms of your current frame?

3. How can you tell that you are in your current frame?

4. What are the diagnostic symptoms of your current frame?

5. How can you tell that you are in your current frame?

6. What are the diagnostic symptoms of your current frame?

7. How can you tell that you are in your current frame?

8. What are the diagnostic symptoms of your current frame?

9. How can you tell that you are in your current frame?

10. What are the diagnostic symptoms of your current frame?

11. How can you tell that you are in your current frame?

12. What are the diagnostic symptoms of your current frame?
MANAGERIAL DECISION MAKING

3. Master Techniques for Reaching

Given the different frames, high and low, and different aspects of a situation, you must discern the truth frame for the problem at hand.

Once you have identified your frame and the essential potential weaknesses,

In clear cases, our work in every position from room service to check-in involves presenting to the business the Hotel Front Office's needs.

To be sure that you're in a different environment.

The Hotel Front Office, placed in an environment with different frames and compared

and help you to compare frames.

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MANAGING FRAMES TO MAKE BETTER DECISIONS

Vivid descriptions of decision-makers help us to understand the cognitive processes involved in decision-making. By focusing on the emotional and psychological aspects of decision-making, we can better understand how different individuals make decisions under varying circumstances.

A CLASSICAL FRAME OF REFERENCE 

10. Perspective

11. Conventional Impression: Identity

12. Perspective: Foundation Impression

Successful decisions can be influenced by the way decisions are framed. The choice of perspective can significantly affect the outcome of a decision.

Communication

Word choice and the problem set can also influence the way decisions are framed. The choice of words can alter the perceived importance of different factors involved in the decision.

The key question is: How would a decision be structured if the problem were framed differently?
MANAGING FRAMES TO MAKE BETTER DECISIONS

To manage organizational stakeholders, the decision process starts deep in the company's core values and mission. The goal is to align everyone's understanding of the company's mission to ensure everyone is working towards the same ends. This alignment is crucial in achieving the company's goals. Each decision made is part of a larger context, and it's essential to consider how it fits into the company's overall strategy.

When making decisions, it's important to consider the stakeholders affected. Understanding their perspectives and aligning them with the decision can help ensure the decision is successful. This alignment is not always easy, but it's critical for long-term success.

In conclusion, managing decisions effectively requires careful consideration of all stakeholders and ensuring that everyone is working towards the same goals. By doing so, the company can achieve its objectives and maintain a positive organizational climate.
MANAGING FRAMES TO MAKE BETTER DECISIONS

In conclusion: Framing From the Top

The effective and contextual elements of well-considered decision-making are foundational to effective communication. Such is框架, and managers hold the responsibility to set the organization's tone and lead by example. This involves both action and thought leadership. The process of decision-making and framing within organizational contexts is crucial. It requires a clear understanding of the implications of their role as leaders and the need for effective communication. This includes setting the right context, framing issues accurately, and establishing clear expectations for decision-making.
DECISIONS
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