



# Decision Making

Have you ever caught yourself using phrases like ‘it’s only logical’ or ‘logic dictates.’ We all have, haven’t we? The word logic is often used as a synonym for words such as ‘fact’ and ‘truth’, among others. Elbert Hubbard, the American writer and philosopher who went down with the sinking of the Lusitania in 1915, argued on the other hand that logic was nothing more than an instrument used for ‘bolstering a prejudice’, as he put it. This month, we talk about the challenges we face in business when relying too much on ‘logic’ and not enough on ‘perspective’ when making decisions. No doubt, as leaders we need plenty of both.



## Logic vs. Perspective

By David Colman

I just read something in a book that stopped me in my tracks. It said, ‘There is no such thing as logic. If there was, we would all think the same way. There are only perspectives’. I immediately discounted the notion, but it wouldn’t leave me alone. The more I thought about it, the more sense it started to make.

Recently, while passing through Heathrow Airport, my attention was grabbed by several advertising posters for a major worldwide bank. The first poster showed people sunbathing on a cruise ship. The caption was simple – it was the word ‘Pleasure’. Next to that poster was another that showed a picture of someone hanging from a mountain. Its caption was simple too – It was the word ‘Pain’. Next was the cruise ship poster again, but this time it bore the word ‘Pain’ followed by the mountain climber poster and the word ‘Pleasure’.

All of a sudden, the concept that there are only perspectives started to gain some credibility in my mind. But what has this to do with leaders and leadership? As leaders, invoking the trump card of logic and common sense can result in narrow-mindedness and

herd mentality when it comes to decision making. As the late writer and critic Joseph Krutch said, “Logic is the art of going wrong with confidence”.

So what is the value of perspective to you as a leader? There is, of course, one viewpoint or perspective and that is yours. You may call it a logical viewpoint. But when it comes to making the right decisions, there are several perspectives within your team that need to be considered. The perspectives of the sales leader differ from those of the HR, marketing, audit, and accounting leaders. Some of your team members may want things done now, others may want them done right, while still others may want to consider the impact on employees and customers. Each one of your team members brings a different perspective to the table.

I recently asked a group, “What would things be like if everyone you lead thinks exactly the same way you do?” Some said, “It would be wonderful, we’d get so much done.” Others said, “It would be World War Three.” Embrace the perspectives of your employees. After all, as writer Rita Mae Brown said, “If the world

were a logical place, men would ride side saddle.”

Conflict in the workplace can and does arise from differences in perspective. It can negatively affect your business, your employees and most importantly your customers. As a result, targets can be missed, sales lost, and budgets overrun.

TriOpus Group’s fun interactive one-day program will show you how to resolve conflict quickly and effectively, thus minimizing the impact to the organization and its results. You’ll learn to:

- Use a seven step process to effectively deal with conflict
- Identify conflict and act immediately
- Clearly express what conflict you are observing and its impact
- Involve team members to describe the conflict
- Effectively summarize what has been said, identifying points of agreement/disagreement
- Encourage team members to suggest solutions
- Get agreement and commitment
- Conduct follow-up discussions
- Encourage healthy conflict to stretch the team’s thinking and performance



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“One of the greatest pains to human nature, is the pain of a new idea” WALTER BAGEHOT

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