



ACHIEVE

Strategic Impact

Session 9: Risky Business

Take Risks, Make Decisions

Key Topics:

- Great Leaders are great decision makers!
- Understanding your risk mindset and how you typically make decisions
- Perfectionism and its relationship to risk and decision making
- Making quick and confident decisions in ambiguity



**WUI Rule – Take Risks, Make Decisions
Seek Excellence, Not Perfection**

AM Peer Team Meets –
Review pre-work and final prep
Virtual Meeting – Risky Business

Peer Team Lunch (Mentor or Leader)

PM Team Debrief and Action Steps around building
your risk-taking / decision-making muscle
Brainstorm Changed Leader Experience ideas
with Peer Team

From Your Pre-work:

- Key Insights from The Confidence Gap video:
- Self-Assessment Score: My Risk-Taking Mindset ____
- How my approach has helped in my life / career:
- My Organization's approach and culture regarding Risk and Decision Making:
- Peer Team insights:

Is Perfectionism Holding You Back?

Which are true for you?

Perfectionists seek self-affirmation, and often:

- Avoid taking risks or making decisions
- Take losses personally
- Need to be in control, i.e. be involved in every step
- Believe that anything less than perfect is mediocrity
- Try to do everything oneself, can't say "no" and/or delegate
- Are unable to see the big picture, stuck in the details
- Do not enjoy the latest victory out of fear they may not be able to live up to it

Risk Taking Approaches

Driven to Prove	↔	Driven to Succeed
<ul style="list-style-type: none"> • Analyze the risk after the fact • Focus on your potential • Seek elevated goals and focus on proving yourself • Tend to be hard on yourself and beat yourself up even in public 	<p>SEE BOTH SIDES</p>	<ul style="list-style-type: none"> • Analyze risk in advance • Stretch your core strengths and set attainable goals • Go step by step to ensure success • Show a positive image to the world even when things are not going well

How will you STRETCH your Risk Approach?

LEARN | ENGAGE | ACHIEVE | DELIVER



Risk Taking and Decision Making

Driven to Prove: *fast, automatic, frequent, emotional, stereotypic, subconscious*

Strengths: See potential and are willing to make a decision more quickly

Areas for Growth: Needs partners/coaches to rein her in/provide focus/be supportive

Driven to Succeed: *slow effortful, infrequent, logical, calculating*

Strengths: Take time to seek out data and analyze risk in advance

Areas for Growth: Avoid taking the easy way out; continuously look for ways to improve & get honest feedback from people they trust

Dealing with Ambiguity

How do you get more comfortable with only having 65% of the information – *when you are driven to prove or more driven to succeed?*

Who do you seek out before and after your decisions to help you ascertain impact, recover, and move on?



High performing CEOs stand out for making decisions earlier, faster, and with greater conviction.

Your Risk MAP – INSIGHTS?



What do you need to do to become a more effective and efficient decision maker:

- Practice and trust my gut more?
- Plan more in advance?
- Build a more strategic network of advisors?
- Other?

Take a Mentor or Leader to Lunch

Share your commitments and strategies from this session. Ask for insights and advice on this topic. Questions can include:

- How do you position your ideas, proposals, and positions so that they'll be heard?
- How do you manage risk effectively?
- What insights do you have on making decisions in the face of constant change and ambiguity?
- How do you balance "quality and quantity" when it comes to idea generation?
- What insights can you share around perfectionism, and how to overcome?



Peer Team Debrief

- How did we work together on this assignment?
- What feedback do we have for each other?
- What were the most important things we learned?
- What actions do we need to take to stretch ourselves, and become more "savvy" risk takers and decision makers? (Add to your LEAD Journey Roadmap as appropriate)
- **Brainstorm Changed Leader Experience ideas** with Peer Team