

## *Imperatives for Deciding and Leading*®

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1. Sound administrative thinking is a function of fast automatic as well as slow, deliberate thinking (Kahneman, 2011): ***Find the right blend of both, depending on the situation, and slow down automatic thinking when the decisions are critical.***
  2. Intuition is fast thinking that works well *only* if it is grounded in expertise and experience (Simon, 1978, 1987): ***Embrace fast, intuitive thinking of experts only.***
  3. Heuristics are tools for quick solutions to routine problems (Tversky & Kahneman, 1974): ***Employ heuristics for routine problems, but avoid them for complex ones.***
  4. Administrative decision making is best accomplished with a satisficing rather than an optimizing strategy (Simon, 1947): ***Anchor decisions in satisfactory and sufficient options rather than in searches for the illusive “best” alternative.***
  5. The most reliable base of administrative influence is the ability to set the agenda to focus attention (Simon, 1987): ***Use choice architecture to focus attention.***
  6. Nudging is a critical element of choice architecture (Thaler & Sunstein, 2008):  
***Nudge individuals in directions that are most likely to benefit and least likely to harm.***
  7. Leading in organizations means wrestling with the inherent general dilemma of order and freedom (Hoy, 2014): ***Embrace both order and freedom by selecting a path that preserves the benefits of both while avoiding the pitfalls of each.***
  8. Blending the best of diametrically opposed ideas into a fruitful strategy is the lynchpin of leading (Hoy, 2014): ***Master concurrent thinking for creative leadership.***
  9. Effective school leaders embrace both order and freedom (Hoy, 2014): ***Find the right balance of the two to fit the situation, and then change the blend as circumstances change.***
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### **Glossary:**

**Choice Architecture** is organizing and designing contexts that nudge people to make decisions that lead to predictable and beneficial actions.

**Nudge** is a soft intervention that encourages people to make decisions that are beneficial, yet provides them choice to do otherwise.

**Concurrent Thinking** is embracing the opposites of a dilemma and acting to preserve the benefits each while avoiding the pitfalls of both.