

# DECISION-MAKING STYLES: WHAT'S YOURS?

A short guide to help you recognise your default style and learn to make clearer, faster decisions

## WHAT THIS IS

This quick exercise helps you understand your **decision-making style**: the habits and patterns that shape how you decide, act, and follow through.

It's based on the eight styles introduced in *Be More Strategic, Chapter 9*, drawn from Charlie's work with leaders and teams around the world.

*"Most leaders don't have a decision problem; they have a style problem. Once you see your pattern, you can change it."*

## WHY IT MATTERS

How you make decisions influences how you lead, how you're perceived, and how effectively things get done.

**Knowing your dominant style helps you:**

- Notice what speeds you up or slows you down
- Anticipate the traps you fall into under pressure
- Balance your strengths with complementary approaches
- Build awareness, confidence, and trust in how you decide



## PART 1 – RECOGNISE YOURSELF

Read the summaries below. Which one sounds most like you?

You may see elements of several. The aim is to spot your *default style under pressure*.

STYLE	HOW IT DECIDES	TYPICAL STRENGTH	WATCH OUT FOR	TRY THIS
<b>Perfectionist</b>	Waits until everything is perfect before deciding.	High standards, thoroughness.	Paralysis by analysis; frustration with imperfection.	Set a clear “good enough” threshold; decide once 80 % is known.
<b>Analyser</b>	Gathers and compares every fact and angle first.	Logical, disciplined, detailed.	Slow pace; struggles with ambiguity.	Ask “What’s the minimum evidence I need?” then act.
<b>Down-Sider</b>	Focuses on risk and what could go wrong.	Realism, risk awareness.	Over-caution; can block creativity.	Balance each risk with a possible gain or opportunity.
<b>Procrastinator</b>	Avoids decisions until forced to act.	Often reflective; rarely impulsive.	Missed timing; letting others decide by default.	Name a decision date – and hold yourself to it.
<b>Socialiser</b>	Decides through discussion; values connection.	Inclusive, empathetic, collaborative.	Can confuse listening with deciding; seeks reassurance.	Listen widely, then set a firm boundary: “I’ve heard enough; here’s the call.”
<b>Complexifier</b>	Makes things bigger and more complicated than they are.	Big-picture thinker, creative, strategic.	Over-thinking; losing clarity in detail or options.	Simplify: “What is the real decision we’re making right now?”
<b>Democrat</b>	Wants everyone involved and aligned.	Builds buy-in and shared ownership.	Consensus fatigue; diluted accountability.	Define who gives input versus who decides (RAPID can help).
<b>Maverick</b>	Acts fast on instinct; confident and bold.	Courage, innovation, speed.	Over-confidence; ignoring data or dissent.	Pause for one check: “What evidence would change my mind?”



## PART 2 – REFLECT ON YOUR PATTERN

### Ask yourself:

- Which of these styles shows up most when I'm under pressure?
- What are the benefits it gives me?
- What are the costs: to me, to others, to results?
- When has this style helped me make a great call? Why?
- When has it slowed or clouded my decision-making? Why?

**Tip:** Keep a short “decision diary” for a week. Jot down what you decided, how you decided, and what happened next. Patterns quickly become clear.

## PART 3 – SHIFT AWARENESS TO ACTION

### 1. Choose one behaviour to adjust. For example:

- Perfectionist → practise deciding faster on smaller issues.
- Down-Sider → list opportunities alongside every risk.
- Democrat → clarify who ultimately decides.
- Maverick → ask one colleague to stress-test your logic.

### 2. Balance your team.

Map your team's styles and discuss:

- Where do we get stuck?
- Who speeds us up or grounds us?
- How can we use these differences more intentionally?

### 3. Build “decision fitness.”

Combine this awareness with the **OODA Loop** (speed and learning) and **RAPID** (clarity of roles) frameworks for faster, cleaner execution.

## TAKING IT FURTHER

If you'd like to map these styles across your leadership team, and strengthen how you make, communicate, and implement decisions, get in touch with Charlie for support in designing a tailored session.



## REMEMBER:

*Decisiveness is a muscle. Awareness is the first rep.*

*The more you understand your style, the more control you have over your choices, and the more strategically you can act.*

