

Sucked In

This week was the most calm of weeks in this course thus far. I think it was due to us having a solid idea of what to expect in terms of the course workload and knowing everyone in our groups. It also helped that we moved our group meeting earlier on in the week which put less pressure on us to make final decisions on the spot. However, we still managed to make all of our decisions in that one meeting.

Due to effective prior planning, I felt we did not have many problems as a team. We had a fair idea of what our strategy was and our group meeting this week was all focused on how to execute our plans. Instead, this week I think I had problems in my role personally. I was making similar calculations and decisions for the first two weeks that I was caught in the *Anchoring Trap* of decision making, automatically arriving at my decisions on whether or not to hire more staff without looking at other options (Hammond, Keeney & Raiffa, 1998). I was too caught up in trying to increase the effectiveness of workers instead of hiring them based on their current SCU capabilities which also landed me in the *Estimating and Forecasting Trap*.

I didn't realise my problem until this reflection process, realising that one of my team members tried to raise this issue. Had I worked much more closely with my group, I would've realised sooner and acted upon it (Buchanan & O'Connell, 2006). As a result of my ignorance, my staff were not as effective as I would have liked, and realised I should have hired more. It didn't affect much of our overall income but it could in the long run.

Going into next week, I know that I will try to work more closely with my team to formulate some of my decisions. In order to prevent being further sucked into these traps, I will try and run my decisions through everyone and take any feedback I can get to effectively perform my role. Similarly, I will try and help others in my team to help ensure that none of us get sucked into decision making traps. It will in turn allow our team to be more productive and get a better outcome as a team.

Daudelin, W. M. (1996). Learning from experience through reflection. *Organizational Dynamics*, 24(3), 36-48.

Hammond, John S., et al. "The hidden traps in decision making." *Harvard Business Review*, vol. 76, no. 5, 1998.

Buchanan, L. & O'Connell, A. (2006). A brief history of decision making. *Harvard Business Review*, 84(1), 32-41.