



# Effective Decision- Making

**Directorate: Counselling and  
Career Development**  
October 2025

**Define tomorrow.**

# Our focus:

- Define decision making
- Better understanding of decision making
- The importance of decision making
- Types of decision making
- Tools that can be used
- How to improve decision making

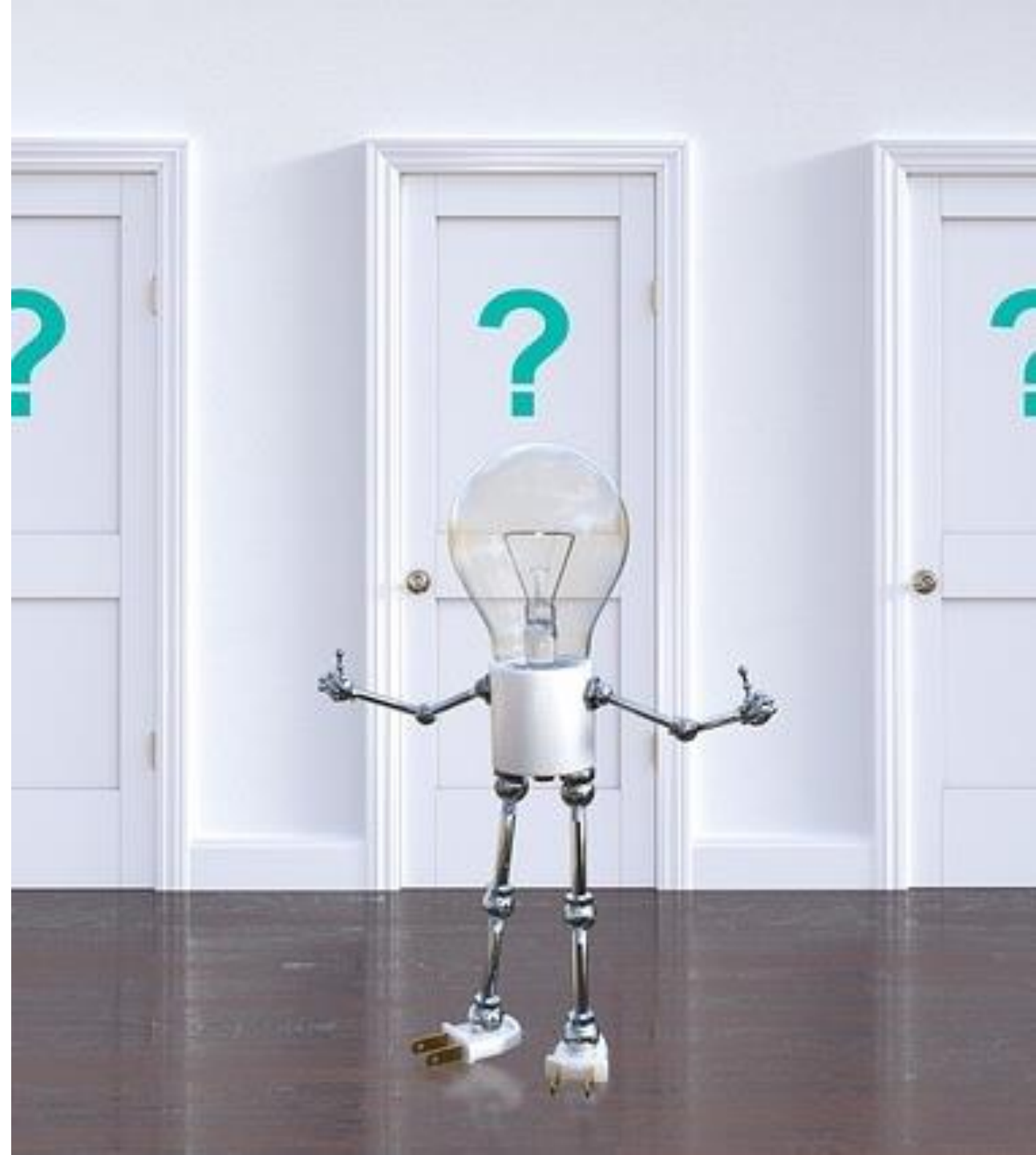


# What is decision-making?

The process of **choosing between two or more alternatives**.

Involves:

- identifying options,
- evaluating consequences, and
- selecting the best course of action.





# Importance of effective decision-making



Influences personal and professional outcomes.



Affects productivity, relationships, and success.



Essential for leadership, management, and everyday life.

# Types of decision-making

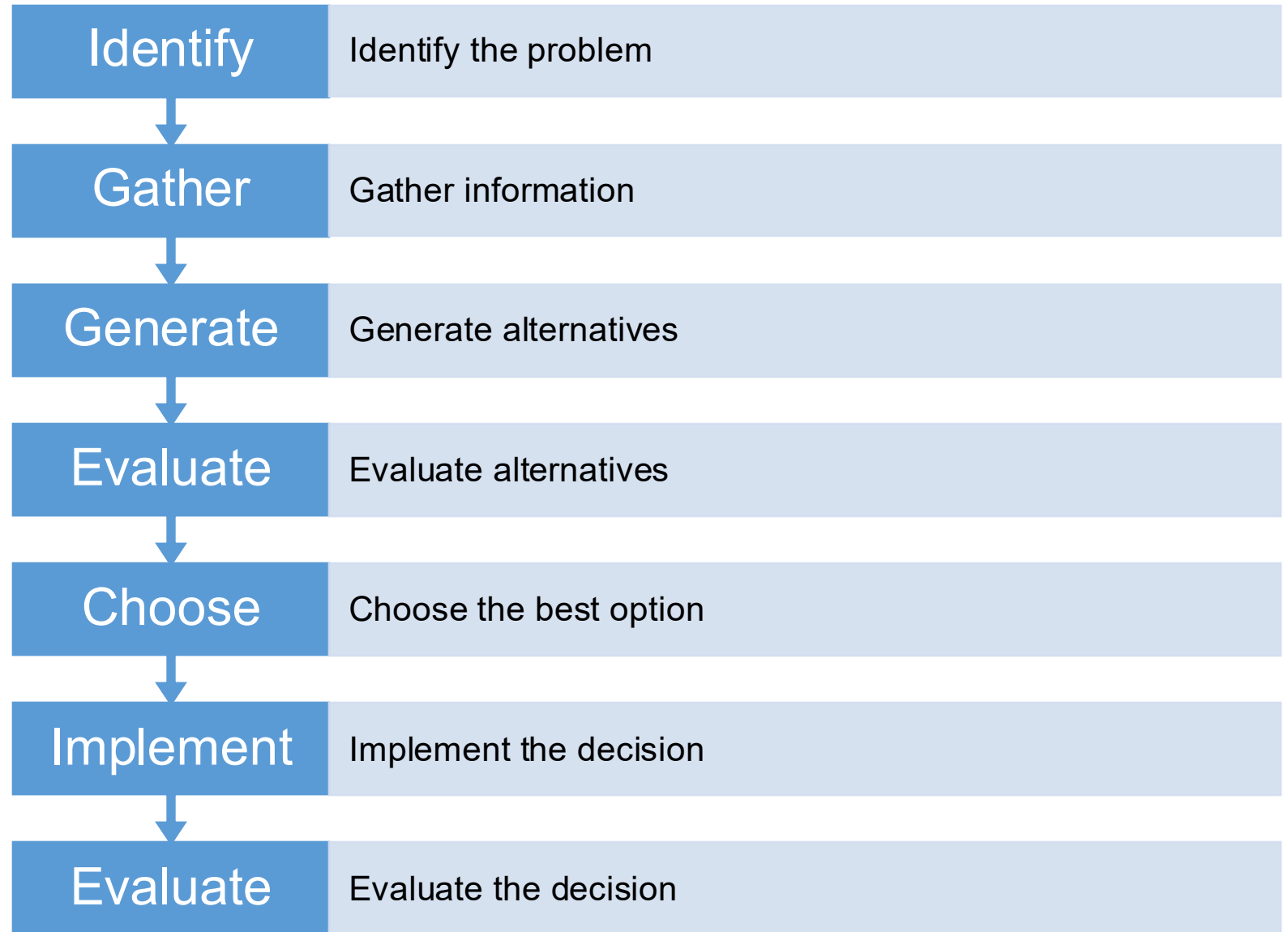


**Programmed decisions:**  
Routine, repetitive decisions.

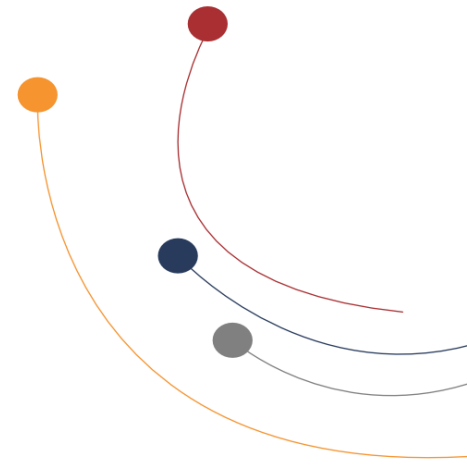
**Non-programmed decisions:**  
Unique, non-routine problems.

**Strategic, tactical, and operational decisions**

# Decision-making process



# Decision-making tools and techniques



SWOT  
Analysis

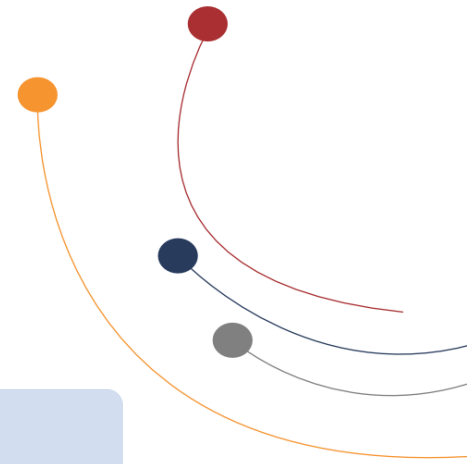
Cost-Benefit  
Analysis

Decision  
Matrix

Pareto  
Analysis

Six Thinking  
Hats (Edward  
de Bono)

# Improving decision-making



Encourage open communication



Use structured decision-making tools



Increase self-awareness



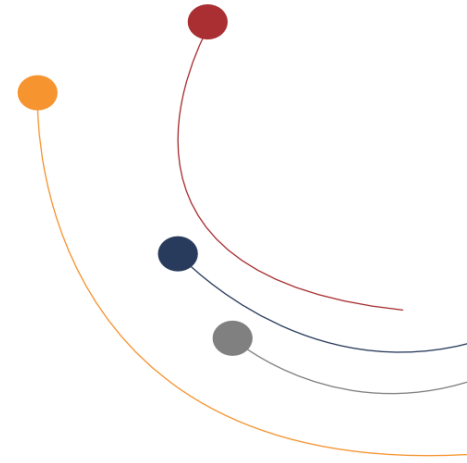
Learn from past decisions



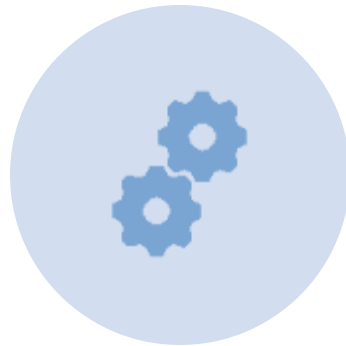
Practice mindfulness and emotional regulation



# Final thoughts...



Good decision-making is a skill that can be developed.

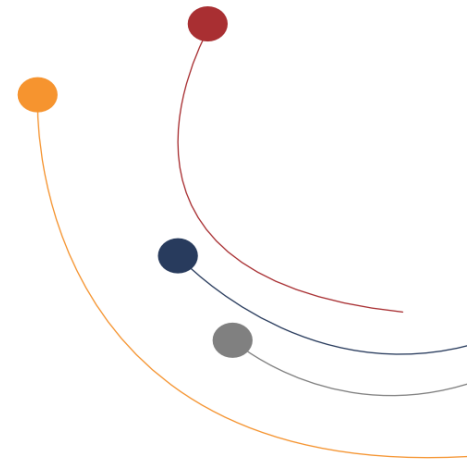


Use logical processes, tools, and emotional intelligence.



Reflect on past decisions to improve future outcomes.

# Contact us



- **E-mail** to [counselling@unisa.ac.za](mailto:counselling@unisa.ac.za)
- **Online appointments** on MSTeams:  
<https://bit.ly/DCCDbook>
- **Contact a counsellor at a regional office** to make an appointment for counselling in person:  
<https://bit.ly/contactdccd>
- **Website:** [www.unisa.ac.za/counselling](http://www.unisa.ac.za/counselling)
- **YouTube channel:** [www.youtube.com/unisacareers](http://www.youtube.com/unisacareers)

# References

1. **de Bono, E.** (1999). *Six thinking hats*. Back Bay Books.
2. **Kahneman, D.** (2011). *Thinking, fast and slow*. Farrar, Straus and Giroux.
3. **Robbins, S. P., & Coulter, M.** (2021). *Management* (15th ed.). Pearson Education.
4. **Simon, H. A.** (1979). Rational decision making in business organizations. *American Economic Review*, 69(4), 493–513.

