



Presenting:

The Intersection of Culture and Quality Decision Making

by Eyas Raddad

DAAG Conference 2017

DAAG is the annual conference of the SDP.
To find out more about SDP or to become a member, visit
www.decisionprofessionals.com

The Intersection of Culture and Quality Decision Making

Eyas Raddad

Eli Lilly and Company

DAAG . 2017 . New Orleans

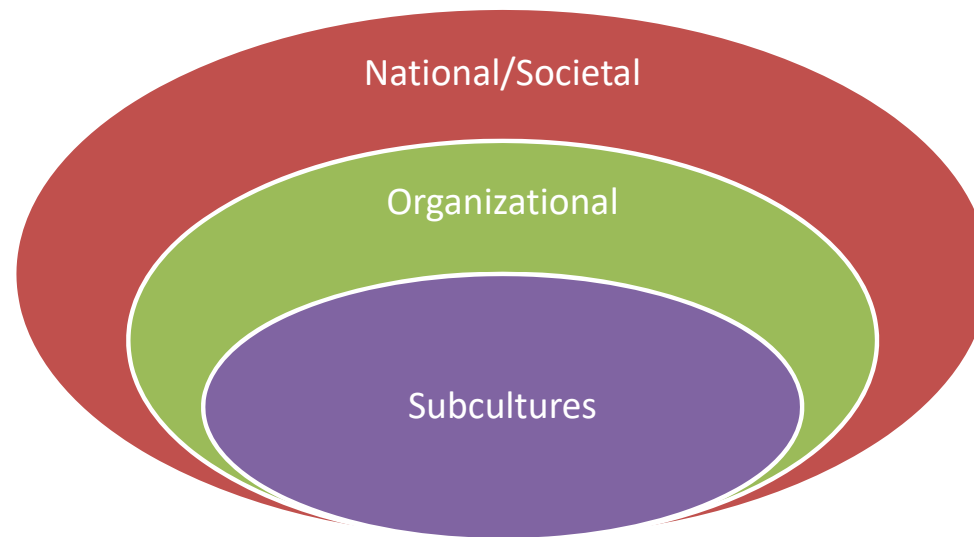
The Eli Lilly logo, featuring the word "Lilly" in a red, cursive script font.

What is culture?

The set of shared attitudes, values, goals, and practices that characterizes an institution or organization

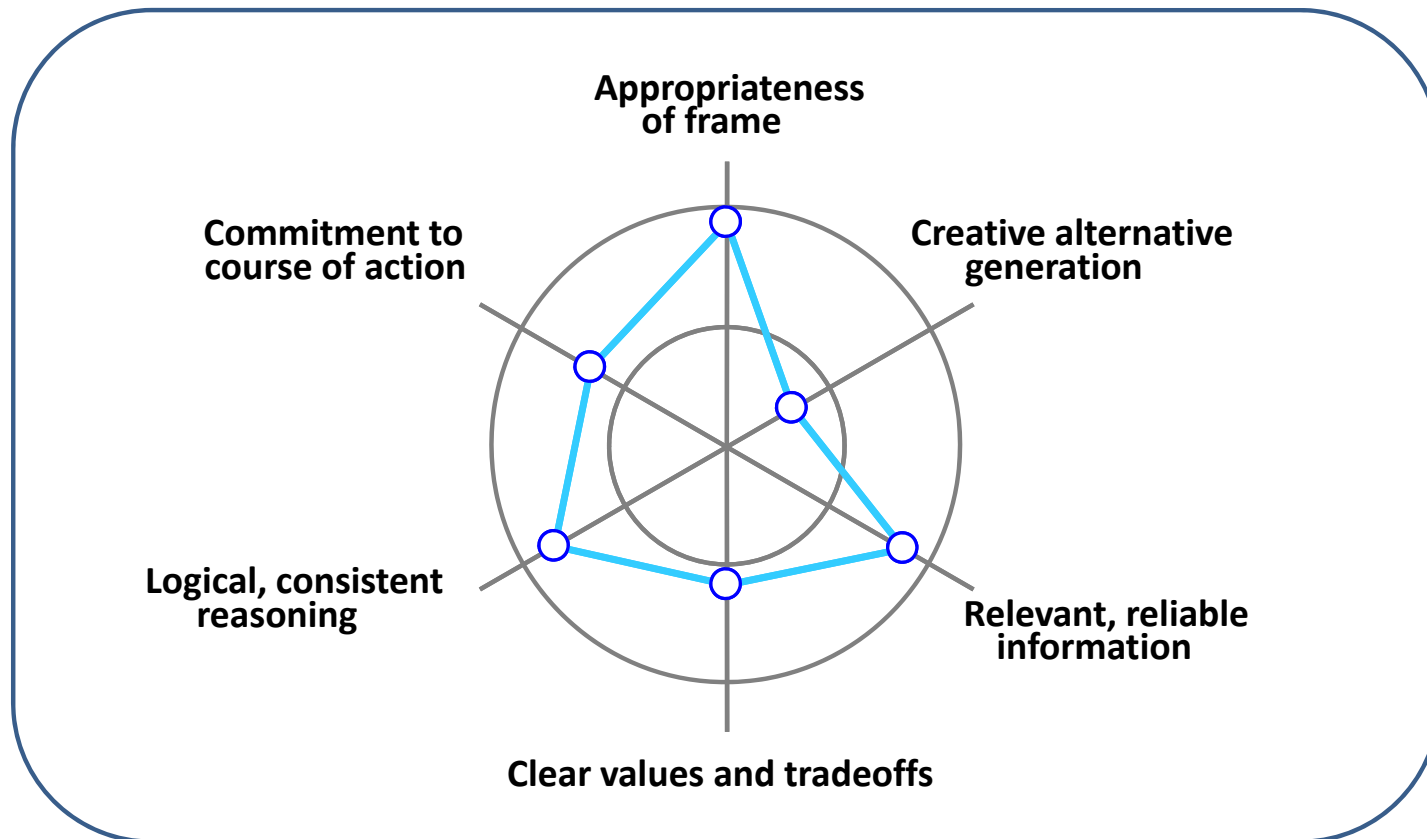
Miriam Webster Dictionary

An “emergent” cluster of properties of a group of people



Quality Decision Making

A Function of Decision Process



Adapted from Decision Analysis for the Professional.

Dimensions of National Culture

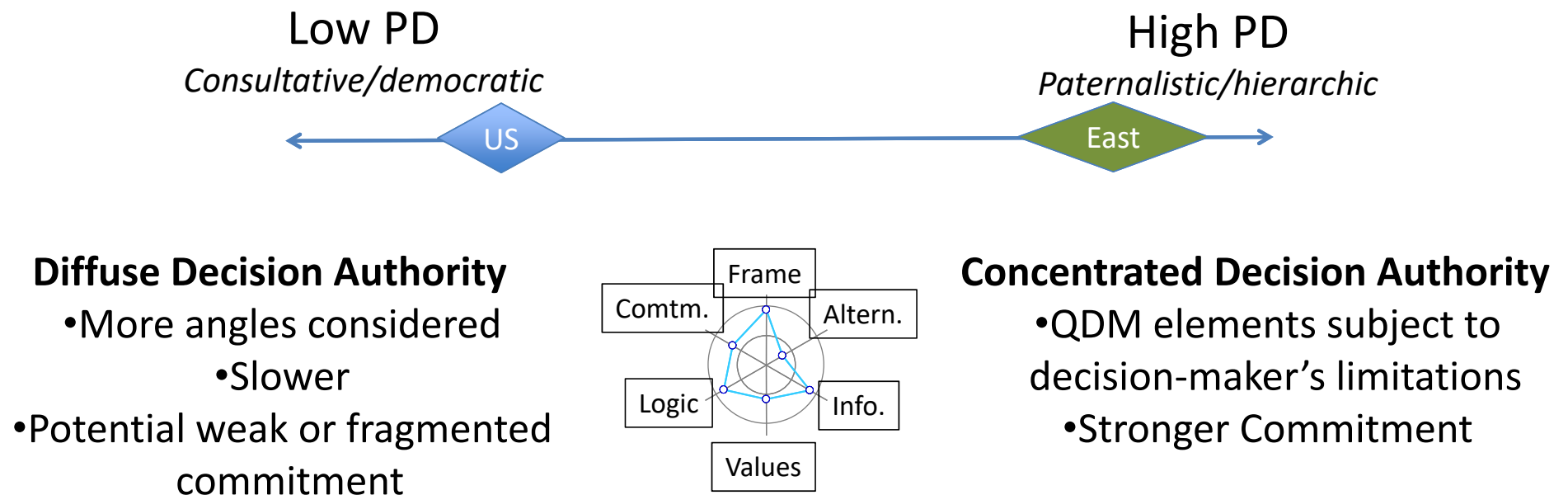
- Power Distance
- Individualism (vs. collectivism)
- Uncertainty Avoidance
- Masculinity (vs. Femininity)
- Long-Term Orientation
- Indulgence vs. Restraint

Common Mental
Models

Hofstede, G. (2011). Dimensionalizing Cultures: The Hofstede Model in Context.

Power Distance

The extent to which the less powerful members of organizations and institutions accept and expect that power is distributed unequally



Individualism

The degree of commitment to the group

Individualistic

Stand up for self



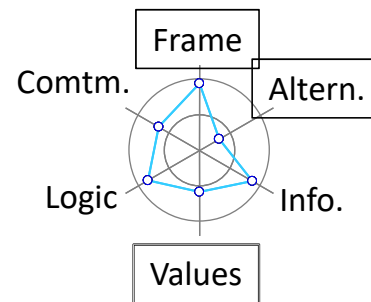
Collectivist

Protected & loyal to extended family



Decisions as Transactions

- Interest-based negotiation
- Vulnerability to motivational bias
- Low value to Cohesion/loyalty
- Faster decisions



Decisions as Integral Part of Norming

- Interest of the group
- Hi Value to Consensus, Cohesion, Face-Saving, Loyalty
- Common denominator alternative
- Robust Commitment

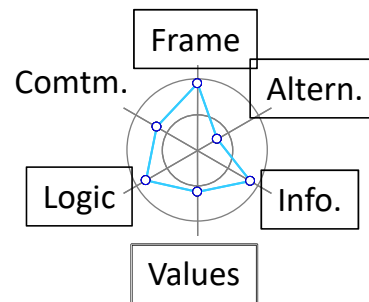
Uncertainty Avoidance

Tolerance for uncertainty and ambiguity



Risk Aversion

- Value structure/norms/traditions of decision process
- Uncertainty/ambiguity filters alternatives
- Min. Max Regret frame

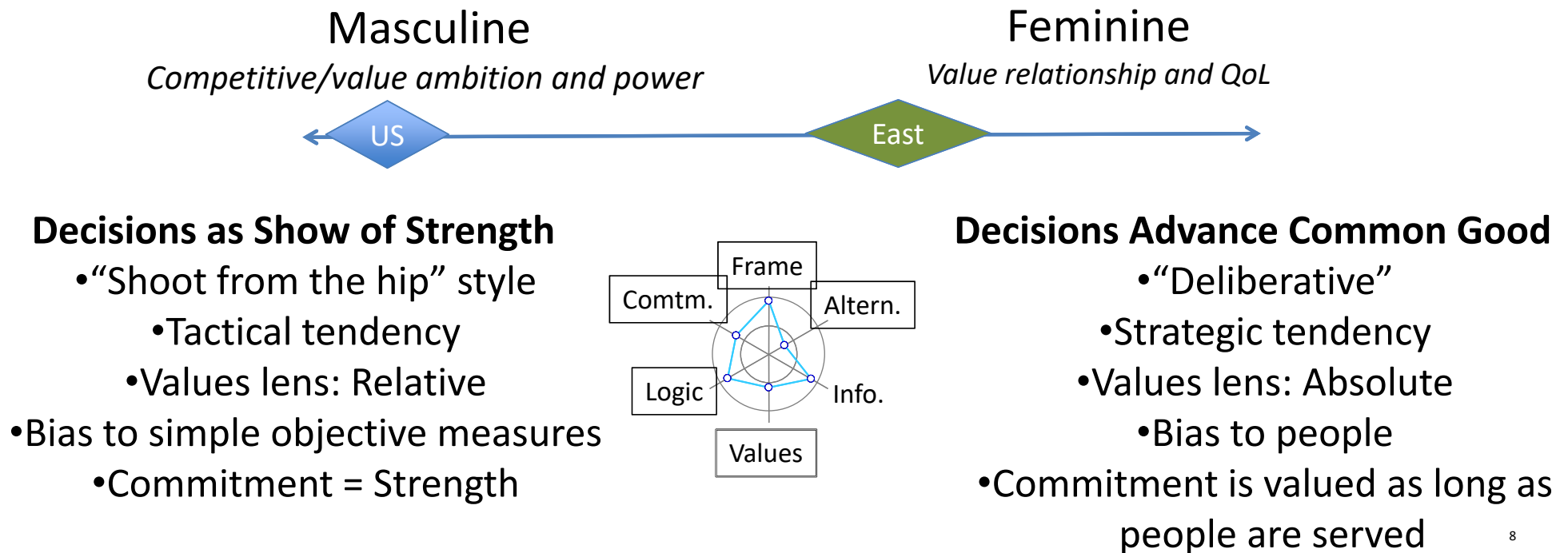


Neutral to Risk Taking

- Out of the box framing/alternatives
- Bold attitude to ambiguity
- eV or “Upswing potential” frame

Masculinity (vs. Femininity)

The distribution of emotional roles between the genders



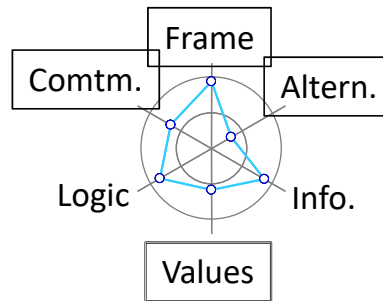
Time Orientation

Attitude towards delayed gratification



Decisions as Events in Natural Long-Term Journey

- Adaptation is good
- Reflective/Planning
- Shallow time-value discount



Decisions to Protect What we Have

- “No Change” is good
- Reactive/Fire-fighting
- Deep time-value discount

Indulgence Vs. Restraint

Attitude towards gratification/enjoying life



Decision Influence Greatly Overlaps Time Orientation

Conclusions

- Heart and mind making decisions; culture matters
- For Decision Professional:
 - Understanding the culture of the group(s) in which a decision is made and/or implemented adds to QDM and may be a worthy initial investment
 - QDM Risk Assessment
 - Adaptive Practices
- For Decision Educator:
 - Identifying “individual” cultural background helps tailor educational experience
 - Identify potential decision making strengths and weaknesses
 - Common mental models and required shifts