

## Seven Competencies of Making Optimal Decisions

1. Honoring the organization’s decision-making authority structure
2. Factoring in the context of the decision
3. Using your **head** to make rational decisions
4. Using your **heart** by listening to oneself and others
5. Using your **gut/body** by trusting your instincts
6. Making wise decisions by integrating head, heart and gut/body
7. Assuring quality products and services

Center	Type	Productive uses of the Center	Possible Misuses of the Center
<b>Gut/Body</b>	<b>Eights</b>	<b>Taking effective action</b> – taking well-chosen and timely action	Excessive action – taking too much action
	<b>Nines</b>	<b>Steadfastness</b> – being firm and resolute	Passivity – being inert
	<b>Ones</b>	<b>Gut knowing</b> – having a clear and trustworthy instinctive response	Reactivity – reacting too strongly or too quickly
<b>Heart</b>	<b>Twos</b>	<b>Empathy</b> – identifying with and understanding another’s feelings	Emotional manipulation – attempting to control others thru the calculated use of feelings
	<b>Threes</b>	<b>Authentic relating</b> – relating without pretense	Playing roles – relating through an image or role
	<b>Fours</b>	<b>Compassion</b> – heartfelt kindness toward another person	Oversensitivity – excessive emotionality
<b>Head</b>	<b>Fives</b>	<b>Objective analysis</b> – understanding data without bias	Overanalyzing – obsessive collection and examination of data
	<b>Sixes</b>	<b>Astute insight</b> – understanding the true meaning and implications of data	Projection – attributing one’s own thoughts, motives and behavior to other people
	<b>Sevens</b>	<b>Productive planning</b> – structuring sets of activities effectively	Overplanning – excessive planning; overscheduling