

Decision taking Index: Decision maker vs decision taker

This chapter shall help us to understand:

1. The term 'decision making' is more appropriate than 'decision taking'. Making is 'active' act with planning, application of knowledge and realizing its market value (user's acceptability)
2. Whereas 'Taking' (Decision), shows 'option-less-ness' not necessarily associating the 'sincerity' and 'appropriate knowledge', thus is a passive act
3. Ideally 'Decision maker' should be 'Decision taker'. If different, Decision making would get distorted.
4. it is common practice in many countries at government level decisions that Decision maker and Decision taker are different which leads to 'imperfect' decisions
5. The decision would not yield objectives if either (i) objectives not having set previously and/or (ii) the decision/action itself being incorrect with respect to the desired objectives and/or (iii) the person taking the decision was inappropriate
6. Any attempt on part of a government defying a decision, or defying an action, specially pertaining to an issue related to nation would represent a 'dead government'
7. Suitability of Decision maker/taker to be assessed by examining Education, knowledge, experience, selflessness, responsibility
8. If 'decision' doesn't achieve goals it is because either (i) objectives not having set previously and/or (ii) the decision/action itself being incorrect with respect to the desired objectives and/or (iii) the person taking the decision was inappropriate.
9. The 'Decision maker's attributes which would affect the decision making are:
 - Education level
 - Knowledge level
 - The experience of decision maker dealing with similar decisions
 - Responsibility index
 - Selfless person with 'no selfishness' and no any other orientation
 - Openness: Providing opportunities to others to associate, suggest and guide
10. 'Selfless attribute' is seen in simplicity of life, no orientation for personal growth, frequent communication with subjects, acceptability of past failures, presence with people in troubled times would define the responsibility index
11. **Decision process:** The decision process should be participative, free from pressures/influences and every step recorded
12. **Responsibility Index:** shall signify high 'selfless attribute'
13. **Selfless behavior:** The important conditions for selfless behaviour would be like:
 - (i) The position of authority should not be delegated to the family, even indirectly, the 'selfless' attribute straightway turns down to 'zero'
 - (ii) only 'reasonable growth' in personal assets corresponding to the 'known' sources of income.

- (iii) **the 'communication' and 'proximity, with people would also be an important criteria to assess 'selfless' attribute.**
- (iv) **In Times of 'troubles' 'how close the government representative' remained and not issuing sentimental statements from any place.**
- (v) **Making others, deserving people, coming in front**

14. The most important principle of 'decision making' is that 'decision maker' should also be 'decision taker'.

'The decision has been taken by 'is quite common term used to convey formation of a decision and implementation. However, as it is, it signifies an action taken without viewing the 'that side' scenarios'. Therefore 'taking a decision' is not considered appropriate and new term is defined.

Decisions do come out of any system, individual or organization for want of a change, to upgrade, modify for betterment and urge to come out with new. It is the product of the brain, thinking for a cause of upgrading, uplifting, becoming more efficient, more useful and purposeful. Lack of decisions would represent an aptitude just the opposite. A government governing a nation with many dimensions of decision making, would have no way but to take decisions signifying the government being effective and live. **Any attempt on part of defying a decision, or defying an action, specially pertaining to an issue related to nation would represent a 'dead government'.** A different term of 'decision maker' has been used here for obvious reasons as narrated which would be more logic based and application oriented.

The use of term 'decision maker' is more appropriate than the term 'decision taker' as 'decision making' reflects the process being an act of willingness and responsibility, planning and applying knowledge whereas 'decision taker' reflects the activity being induced and impressed upon at the centre of activity.

In Decision making profile, the probability of a decision being correct has been assessed, against set objectives and application. However, decision is taken by an individual, which is the active part of decision making. **It may quite often happen that decision taken by the people would not accrue the desired results. It would happen, if either (i) objectives not having set previously and/or (ii) the decision/action itself being incorrect with respect to the desired objectives and/or (iii) the person taking the decision was inappropriate. If the desired results are not obtained, the analysis should be done to**

establish one of these. Since a government takes decision affecting a large number of people at one time and even though carrying the responsibility of fulfilling the aspirations of millions of people, they indeed behave like a normal person and sometimes driven by even a very ordinary person's thinking profile, obviously being ordinary people.

The occurrence of such happenings is commonly visible in many countries and governments. The corruption charges on the high profile government representatives and delegates signifies the 'ordinary people's' behaviour. The corruption is an attribute of a very common person with low level of responsibility holding and such incidents occurring at highest level in the government indicates the behavior of these people conforming to the behaviour of common person. Corruption charges on cabinet ministers, high profile committee officials, investigating agencies, crime prevention forces etc. just substantiate this fact.

The decision taken by constitutional positions, who represents dignity of a nation, even becomes questionable since exhibiting unwanted favour/disfavor to different people.

We shall take reference of a government organ as the decisions taken by such people would affect millions of people at one time.

The factors in an individual's personality, Decision maker, which would affect the decision making in general are an under.

- 1) **Education level:** It provides the most important tool for rational thinking, visualization and enhances the useful productivity of the thinking process. Higher Education in the field in which decision being taken and the fields which would help in to undertake 'in-depth' understanding of happenings during application.
- 2) **Knowledge level:** the general knowledge level would be a factor effecting coordinated decision, a decision which would provide a balance between various dimensions of its effects on the people and the space of applicability.
- 3) (a) Experience of the decision makers: **The experience of decision maker would be measured in terms of period dealing with similar activities, similar fields and similar actions in similar environment.**
(b) The experience level of para-3 would have a positive multiplication factor if the decision maker has experience in the field in which the decision is 'going to be applied'. This would empower the decision maker for designing the decision in a manner that it would have maximum conductance in the medium of application.

A multiplication factor from 1.25 to 1.75 may be applied to work out the net experience weight age.

- 4) **Responsibility index:** As mentioned in the above paras, someone being at the place of responsibility, does not mean that it would be a responsible person and act in a responsible manner. For a correct decision making, the responsibility and accountability criteria for the decision maker is essential for yielding envisaged goals and results.

5) **Selfless person with 'no selfishness' and no any other orientation**

This may look to be irrelevant but becomes an important factor as this factor only provides a link between the 'decision maker' and the 'subjects' for whom decision is being taken. This bond would provide the most important reason for decision maker to take a decision not for anything else but for the 'subjects and objectives' in question.

6) **Providing opportunities to others to associate, suggest and guide**

The ego and hang over of overconfidence is an attribute which may prevail upon individual's personality when gets elevated out of proportion, suddenly. This, not only spoils the decision but makes the environment of decision making, discouraged and neutral. Every individual has some good attributes, some knowledge fields where he/she is exceptional but there would be other fields simultaneously in which he/she doesn't have command. **It is therefore always, essential that a government decision happens to be 'collective decision' instead of 'solitary'. It is also essential that at least 40% of people associated must be those who normally are 'disarrayed' (if not opponent) from the 'life principles' of the 'main decision maker'.**

Decision process: The decision process should be participative, free from pressures/influences and every step, note, advise etc by all participants must be recorded.

Responsibility Index: Some factors supporting the 'responsibility attribute' need to be worked out and analyzed. As said above a bond of sentiments between the 'decision-maker' and the 'subjects' is most important. These sentimental bonds shall be strong if the decision maker does not have vested interest. **So the 'selfless attribute' supported by simplicity of life, no orientation for personal growth, frequent communication with subjects, acceptability of past failures, presence with people in troubled times would define the responsibility index to a large extent.**

It is to be clarified that simplicity is of significance, if it is clearly linked with 'no self interests' or a 'selfless presentation of life'.

Selfless behavior: The important conditions for selfless presentation of behaviour would be like:

- (vi) **The position of authority should not be delegated to the family, even indirectly. If it is present, the 'selfless' attribute straightway turns down to 'zero' or even less.** As this would be a clear presentation of not only a major deviation from the 'selfless' attribute but treating as being owner of the position and unilaterally lending it to others, thus converting the place of responsibility to the 'place of authority' in order to prevent others to react to the situation.
- i) The second **parameter for 'selfless' is only 'reasonable growth' in personal assets corresponding to the 'known' sources of income.** Whereas the growth in the 'Known sources of income' i.e. government salary is only about 30-40%. This also gives a basis to assess level of corruption and also the 'selfish' attribute, the opposite of selfless.
- ii) The kings in earlier system of governance used to be away from people and therefore, were taking decisions, in general, not favouring the citizen. This eventually became the reason for 'emergence of democratic governance system". Going ahead with this example which prevailed significantly over a long period of history, **the 'communication' and 'proximity, with people would also be an important criteria to assess 'selfless' attribute.**
- iii) The proximity would be reflected by such actions in which sufferings of the people have been addressed. Therefore, personal presence of the government representatives with the people, when the people are taking agony of the sufferings would be a suitable criterion. **It would be 'how close the government representative' remained and not issuing sentimental statements from any place.** It is to be noted with care that as 'personal presence of the government person' at the time of sufferings being faced by the people, is the real hard job indicating sentimental bond with people, it can not be replaced by viewing the sufferings from a distance, which is an easy and convenient activity. Announcement of award/ compensation is also an easy job, especially when the government funds are being used, these also can not be considered as 'selfless' activity. Even if it is considered as a neutral activity, it would provide benefit in the analysis of 'selfless' attribute as if some action is not 'selfless', it is selfish. **The simple analogy would be that "if someone is not doing anything for others in public service and government, it would be doing for self'.**
- iv) **Making others, deserving people, coming in front:** There should not be any ego of the 'stronger one' to prevent the others, deserving, person in front

The 'communication' attribute would signify a common platform to answer the queries of the public. The government people would have all the means and authority to communicate with the people through 'one way communication' therefore, this communication attribute would only signify the communication from people to government.

There is one interesting outcome of above discussions. In government there are many persons and actors associated in a particular decision. In many governance systems, **there may be preference of getting the decisions announced by someone who has good reputation and popularity. Although the decision would have been made by some other person. This is undesirable from many considerations**, however, within our scope of studying the 'decision making', it brings out an undesirable situation where 'decision maker' and 'decision taker' are different for the same decision. This is unwanted and unwarranted. Why?

Decision taker is the person or entity which would present that decision to others. Because 'decision taken' is the term to be used by outside people quoting that 'the decision has been taken by.. (name of the person presenting the decision).

Decision maker and Decision taker

Let a decision has been 'designed and created' by 'A' whereas this is presented to the world by 'B'. This would imply the following derivations

- (i) **The 'A' is more intelligent, knowledgeable, and competent for the decision than 'B' because if 'B' was competent, the decision would have been taken by 'B' itself.**
- (ii) **'A' can design and develop a decision in careless manner because firstly 'A' knows that 'B' does not have ability to understand the decision and to find deficiency and secondly no one knows that its 'A' who has created it**
- (iii) **For any deficiencies, people shall blame 'B' and no 'A'**

The 'A' therefore, shall not exercise as much care and acumen as it would have applied if 'A' was to present the decision.

Astonishing outcome, but many government systems have been practicing it and 'presenting deficient decisions'.

The most important principle of 'decision making' is that 'decision maker' should also be 'decision taker'.

Summing up, therefore, the 'decision making' would happen to be effective and useful to the people depending upon the following factors.

1. High level of education.
2. Experience of working in the environment and for similar application.
3. Professional knowledge in the field of application of the decision.
4. Responsibility quotient of the decision making authority.
5. Selfless attribute index of decision making authority.

Standard :

- A) The index of 'Decision making' would be an achieved level out of 100 points. The weight of different attributes would be as under,
- 1) Responsibility attribute - 50 points + selfless
 - 2) Professional knowledge in the field of application- 10 points
 - 3) Experience working at such environment -10 points
 - 4) Experience of working in the field of application of decision-20 points
 - 5) Level of education -10 points
- B) The criteria for assessing the indices against above fields.
- 1) Responsibility attribute
 - a) Family hierarchical approach 0 to (-) 20 to (-) 50
 - b) Growth in personal assets
 - ≤ GDP growth % - 20 points
 - =1.20 times GDP growth % – 10 points
 - ≥ 2.0 times GDP growth % - 0 to (-) 10 points
 - c) Communication
 - Open channel exist with proper recordings- 10 points
 - Feedback recognized and evaluated- 10 points
 - d) Proximity
 - Numbers of days in every three months with the people of constituency:
 - >60 days- 20 points
 - >30 days < 60 days- 10 points
 - < 30 days – zero point
 - Visited District hospitals – 2 times in three months- 20 points and < 2 times = zero point
 - Visited district college – 2 times in three months- 20 points and < 2 times= zero point
 - Visited district orphanage- --do---
 - Visited district old people home---- do—
 - Visited district helpless women place---- do---
 - Visited for new public project completion--- do --
- 2) Professional knowledge level in the field of application
 - Related professional Post Graduation-10 points
 - Related professional Graduation- 5 points
 - Related professional < Graduation -0 points
 - 3) Experience of working in the field of application
 - >10years – 20 points
 - > 5-10 years-10 points
 - 2-5 years- 5 points
 - 4) Experience of working in the field of environment
 - >10 years -10 points
 - 5 to 10 years -5 points
 - 5) Education level for general and common intelligence level.
 - Professional education up to graduation or general education up to post graduate. -10 points
 - > Graduation - 5 points

- < Graduation -0 points

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