

Philosophies about Decision Making & Problem Solving

Selected Quotes from *Decision Making and Problem Solving in Management* © 2008 by Robert H. Vaughn

"Cheshire Puss, would you tell me, please, which way I ought to walk from here?"

"That depends a good deal on where you want to get to," said the Cat.

"I don't much care where ---" said Alice.

"Then it doesn't matter which way you walk," said the Cat.

"--- so long as I get somewhere," Alice added as an explanation.

"Oh, you're sure to do that," said the Cat, "if only you walk long enough."

- Lewis Carroll

If your only tool is a hammer, you tend to see all problems as nails. Having a versatile, well stocked toolbox is essential for a good manager.

- Bob Vaughn, *Decision Making & Problem Solving in Management* © 2008

"More than any time in history, mankind faces a crossroads. One path leads to despair and utter hopelessness, the other to total extinction. Let us pray that we have the wisdom to choose correctly."

- Woody Allen

Always look for the second right answer -- or maybe the third.

- Bob Vaughn, *Decision Making & Problem Solving in Management* © 2008

"Trust yourself. You know more than you think you do."

-- Benjamin Spock, M.D

"The pure and simple truth is rarely pure and never simple."

- Oscar Wilde

"If you have always done it that way, it is probably wrong."

- Charles Kettering

"Too often, our minds are locked on one track. We are looking for red – so we overlook blue. Many Nobel Prizes have been washed down the drain because someone did not expect the unexpected."

- John D. Turner

"Life is full of choices.... and sometimes all of them are yucky!"

- Joanne Lee

"Did you ever have to make up your mind? Say 'yes' to one and leave the other behind? It's not often easy; it's not often kind. Did you ever have to make up your mind?"

- The Lovin' Spoonful

"It is much more pleasant to make the decision than to justify it."

- Malcolm Forbes

Acquisition of facts does not constitute knowledge.

-Anonymous (From Vaughn, *Decision Making & Problem Solving in Management* © 2008)

"Often a choice is made early in the process, with the subsequent activity devoted to confirming the early choice."

- McCall & Kaplan (From *Whatever It Takes ...* © 1990)

"Skilled decision makers aren't overloaded with data; they can focus on high payoff information."

- Klein & Weick (From "Decisions" in *Across the Board* © 2000)