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# The Organizational Handbook to Promote Critical Thinking and Decision Making

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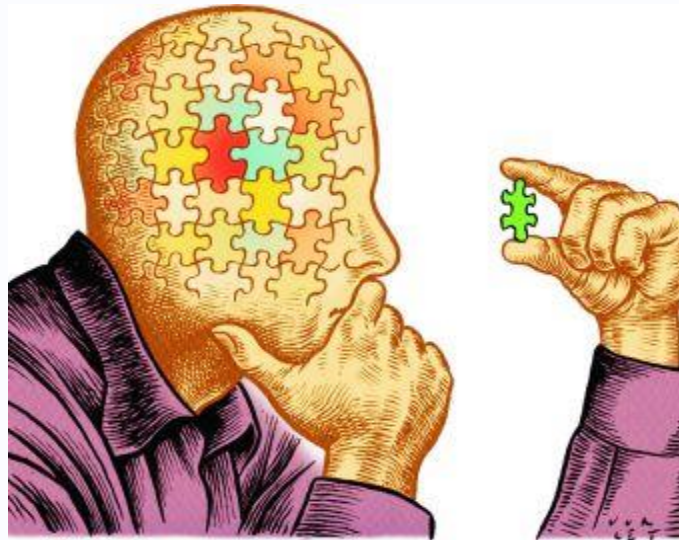
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# *The Organizational Handbook to Promote Critical Thinking and Decision Making*

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*ORGL 8770 and CRN 24588*  
*Critical Thinking for Decision Making*  
*October 22, 2017*

## Table of Contents

Cover Page.....	Page 1
Table of Contents.....	Page 2
Introduction.....	Page 3
Leadership.....	Page 4
Part 1: Motivation Language	
Part 2: Decision-making focus levels	
Part 3: Types of leadership styles	
Part 4: Mindful leadership in decision making	
Part 5: Mentality-Thought process policy (How to think)	
Part 6: Self-assessment -What kind of leader are you? Or are you not.	
References.....	Page 11
Organizational Culture and Climate.....	Page 12
Cultural Components	
Critical Thinking	
Communication	
Recommendations	
References.....	Page 18
Decision Making.....	Page 19
The Influential Leader	
Decision-Making Starts in the Brain	
The Decision-Making Process	
References.....	Page 25
Conclusion.....	Page 26
Appendices.....	Page 27
Appendix A: Cognitive Reflection Test	
Appendix B: Organizational Climate Survey	

## **Introduction**

This handbook has been created as a conceptual framework to assist leaders within the critical thinking process of making decisions. Today, society, environments and experiences dictate outcomes and on-the-go decisions, that negatively impact organizational outcomes, are made rather than examining the perspective to consider when making decisions. By detailing the importance of thinking for the greater good, this handbook serves as a platform that provides insight, perspectives, examples, and details how leaders make decisions that are crucial for their organization. Importantly, the handbook conceptualizes leadership characteristics that determine decisions, reviews the implications of organizational cultures and climates that influence decisions, and provides an analysis of how decisions are made. The goal of the handbook is to better understand the process of making decisions while providing tools and reference points to assist leader.

# Leadership



by  
Susan Baker

This section of the handbook offers an in-depth perspective at policies and practices of decision-making. It takes into account various issues surrounding strategic decision making in various viewpoints.

### **Part 1. Motivation language**

Decision-makers are key motivational speakers who should possess the highest critical thinking skills within the organization. This organization adapts Mayfield and Mayfield (2015) research based on the motivational language of leaders and its effects on the decision-making process of employees. There is a link that exists between three channels: strategic leader, verbal communication, and effective employee decision making. In order to reach an amicable solution by employees, there must be an organizational strategic plan and a proper communication pathway (Mayfield & Mayfield, 2015).

Our organization abides by *The Theory of Motivational Language and Employee Relationship*. The ML model was created by Sullivan (1988) as a novel perspective on employee motivation. It affirms that the performance of an employee is directly proportional to the leader-subordinate relationship in terms of communication categorized into three parts: perlocutionary (gives instructions), locutionary (emphasizes on the meaning of an issue), Illocutionary (transmission of norms). As suggested by Sullivan (1988), these speech acts can positively impact employees, provide job satisfaction, enhance task performance and organization commitment. Our organization leaders are encouraged to be a positive motivator to impact employee performance.

#### ***The Use of motivating language:***

Motivation language must inspire confidence, innovation, and collaboration. The speech acts theory applies largely in this company, (i.e., Perlocutionary) the language used should

address the intended goal (Mayfield & Mayfield, 2015). The organization leader speech should be inspiring to subordinates. Locutionary is the physical act of how to say something and illocutionary address the actions while communicating (Mayfield & Mayfield, 2015). For instance, empathetic language (illocutionary speech) will forge a bond with subordinate employees. Our organization leaders are expected to show appreciation by sharing and thanking employees continuously through recognition. By communicating in a constructive manner, you should be able to comfortably align mentally to the organization culture and fit into your role with ease. This also helps in the formation of interpersonal bonds between leaders and subordinates.

## Part 2. Decision-making focus levels:

Organizations goals and objectives are made by great decision makers. The definition framework for decision making is based on two main focus level. *Organization-wide* decision-making involves strategy, market development, human capital and product selection. The *Group-based* decision is used in product development and administrative related issues (Mayfield & Mayfield, 2015). The *Individual decision* is based on individual goals accomplishments, process efficiency, and new work requirements, and business decisions. A leader's motivation language should improve worker decision-making. It entails direction, empathic, and meaning-make language (Mayfield & Mayfield, 2015).

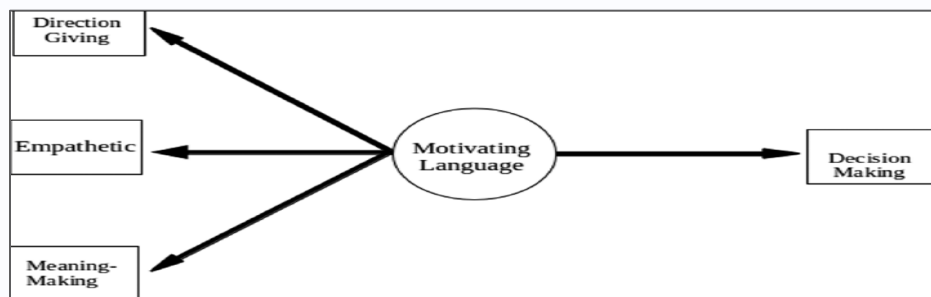


Figure 1 – Motivating Language

### **Part 3. Leadership**

Leadership is made up of various roles; leaders are responsible for the guidance, direction and control management of others. Most people believe leaders guide others to complete a task, however, it is also mean to motivate team members to be the best version of themselves (Helmrich, 2015). Scholarly research examined and identified the factors that influence organization leadership. A leadership style depicts the way leaders influence the behavior of subordinates and make the decision to guide a specific task (Kareem, 2016).

#### **Types of leadership styles embraced in this organization:**

*Transactional leadership style* rewards through incentive and recognition either as individuals or as a group. The transactional leader has three dimensions:

- Leader reward- believes in motivation through rewards;
- Leader intervention- believes in being the link that solves issues;
- Leader task- sets targets that must be achieved.

*Transformational leaders* play a supportive role that covers the following 4 components:

- Supportive leaders- engages in support activities such as training, coaching to achieve the desired goals;
- Leader recognition- does everything to achieve an elevated status;
- Leader corrective- identifies mistakes and corrects them;
- Leader expectation- sets rules and requirements to command respect.

### **Part 4. Mindful leadership in decision-making**

This style of leadership considers the key component of the human decision-making process which entails, *body, spirit, mind, and emotion* (Ehrlich, 2015). A mindful leader is a person who leads from the inside out, exploring the intimacy and learning how simple acts can



transform the workplace (Carrol, 2007). Before constituting a team, the first thing to think about is to figure out where you are going as a leader (Ehrlich, 2015). Each department leader needs to align his or herself with all levels of employees to achieve shared goals and vision. In order to engage employees one must have an understanding of an individual's values, purpose, and vision. Department leader and supervisors must take the time to know the body, spirit, mind, and emotional needs of their team in order to make a universal accepted decision.

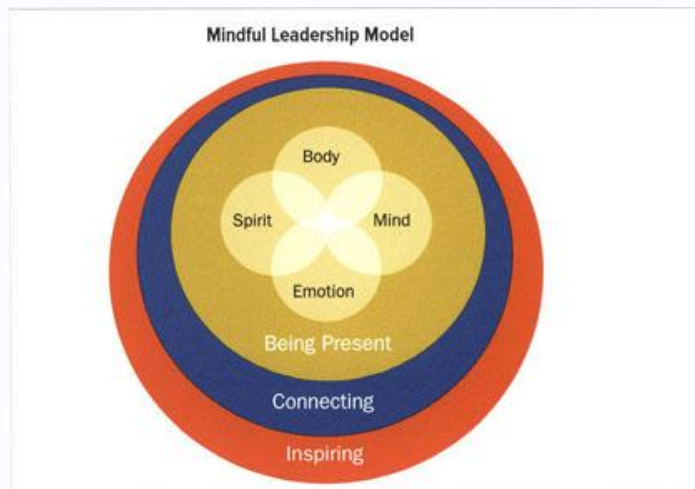



Figure 2 – The Mindful Leadership Model


## Creating Mindful Leaders and Organizations

### WHY MINDFUL LEADERSHIP?



"Information overload and its close cousin, attention fragmentation, hit leaders particularly hard. Leaders badly need uninterrupted time to synthesize information from many different sources, reflect on its implications for the organisation, apply judgment and arrive at good decisions."

*McKinsey Quarterly, January 2010*



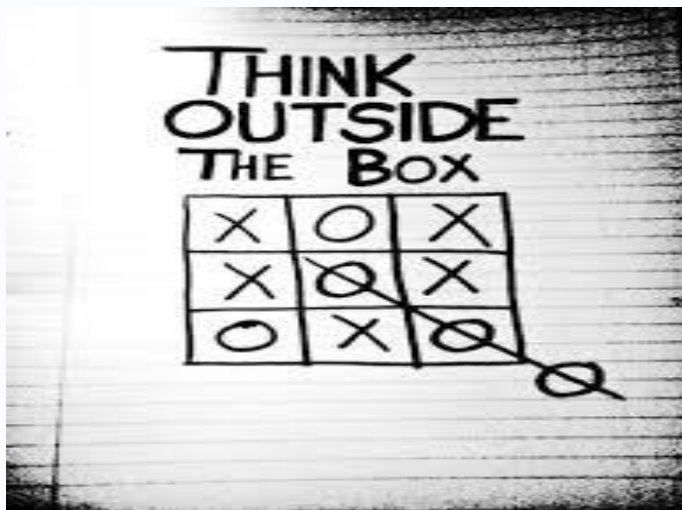
Our organization applies the mindful leader perspective by understanding everyone's purpose, vision, and values. As a mindful organization we have a set of priorities and

expectations that are put in place of mindful policies. We must bring out the best in our employees by supporting them in mind, body, spirit, and emotions.

## **Part 5. Mentality**

### *How to think?*

It is best to focus on how to think as opposed to what to think (Grapetine, 2012). A decision-maker must be able to come up with more logical arguments and strong recommendations that lead others into making effective decisions. Decision making at times can become difficult due to the overload amount of information that must be considered. We urge our organization leader to continually hold critical thinking workshops and team meetings. Department leader's critical thinking skill is the greatest attributes to eases the process of decision-making.



## **Part 6. Self-assessment**

Inspired by Driscoll (2013), our organization recognizes four types of decision makers: flip-flopper, over-analyzer, indecisive decision-maker, and snap decider. As a leader, it is necessary to evaluate yourself answering the following question(s):

### *What kind of a decision maker are you?*

- 1) Flip flopper: very indecisive and keeps changing his mind depending on the circumstances.
- 2) Overanalyze: Takes too much information into consideration before making a decision.
- 3) Indecisive: always fears to make decisions, and leaves everyone thinking for himself or herself.
- 4) Snap decider makes a rash decision as they gamble with the possible outcome.



**Note:** Decision-making requires an expert approach, those who master the art of decision making will succeed. It is important that organization leaders make the necessary changes to become a stronger and productive decision-maker.

### **Review**

For effective decision-making, team leaders must come together and discuss the issues to make all decisions. Organization leaders should consult in an all-inclusive manner in order to come up with an effective decision. All dissenting ideas must also be taken into consideration. With all these in mind, the best approach becomes the only approach in the organization successful team leadership and management.

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## Organizational Climate and Culture



by  
Ruth Jayson-Polk

This section of the handbook offers an in-depth look at the implications of organizational climate and culture and the ideas that affect competencies within the workplace.

### **Culture versus Climate**

There is debate and discussion among researchers on the topics of organizational culture and organizational climate and which one is most important (Kuppler, 2015; Schneider, Ehrhart, & Macey, 2013). The level of discussion has risen due to the interconnectedness of the world and the need for organizations to maintain a competitive edge. Inherent in this need is the quest to be innovative, creative and to achieve the strategic goals of the organization (Schneider et al., 2013) which are accomplished through its employees. Employees are the backbone of any organization. Any organization whether private or public is expected to produce business results and that takes an organization of innovative and creative individuals that can see the possibilities (i.e., an organization full of critical thinkers and innovators) (Green, 2012).

Business today is not status quo. Organizations are fretted by internal and external influences some planned and the rest mostly unknown. An organization must create a culture and climate that is resilient, proactive, flexible, and innovative. The organization must be ready for the next best thing before the next best thing happens. For the organizational culture to be innovative and produce critical thinkers the leaders themselves must model this behavior and be critical thinkers and innovators themselves.

Organizational culture consists of the organization's norms, values, and beliefs (HPSINC1, 2012). Organizational climate is how the employees perceive the work environment in their organizational cultural (HPSINC1, 2012; Kuppler, 2015; Schneider et al., 2013). Organizational culture and organizational climate are inexplicably linked (Schneider et al., 2013). Organizational climate is cemented in the minds of employees by the actions they see and not by what is written in organizational marketing materials. Kuppler (2015) argued that it is

the culture that will outlast short-term climate success and organizational staffing changes. Climate changes are temporary while culture changes are long-term and can lead to sustainable success for the organization to produce critical thinkers (HPSINC1, 2012; Kuppler, 2015). There are organizational sub-climates, such as ethics, politics, service, and safety that overlap. To produce critical thinkers in the organization these and other sub-climates must be acknowledged and addressed by leadership.

### **Cultural Components**

According to Kuppler (2015), organizational culture includes an organization's shared values and beliefs. It includes a foundation of written rules which can promote or inhibit critical thinking. If the organizational mission, vision, and goals are not clear then it may have a negative impact on critical thinking and an organization paralyzed. To investigate employee clarity on the organizations' position on critical thinking, Kuppler suggested some clarifying questions for employees, such as how they set goals, how they pointed out mistakes and how they understood the approval process for decisions.

### **Critical Thinking**

According to Ricci (2014), today's global society require leaders to deal with constant changes and to think critically. Ricci noted that management teams who encourage critical thinking help to improve the work environment. Critical thinking can be used to impact decision-making in organizations (Green, 2012) as well as in one's personal life (Ricci, 2014). Organizations are faced with a myriad of problems on a continuous basis. Teams are usually created to solve problems and critical thinking is important to problem-solving and decision making. Critical thinking is the skill set to identify, assess and evaluate various decisions to come up with an optimal solution to solve a problem (Facione, 2013; Green, 2012; Ricci, 2014).

Facione (2013) noted detailed definitions by the experts for interpretation, analysis, evaluation, inference, explanation, and self-regulation. Interpretation is how an individual defines a problem without biases and their comprehension of the problem. The analysis is how they connect the dots. Evaluation is their overall assessment of the information provided. The meaning of inference is to create opinions from the data. The explanation is to be able to give an overall summary of the problem, assessment, etc. Self-regulation is the ability to monitor oneself (Facione, 2013).

Ricci (2014) noted that critical thinking provides managers the skills to assess decisions. He also noted the need for evaluation and analysis of alternatives. Similarly, Green (2012) noted to not opt for the quick fix. Critical thinkers are curious, questioning and always asking the who, what, where and why questions (Ricci, 2014). Some of the other traits of critical thinkers are that they order complex situations in order to analyze them, they are diligent and persistent and they are compelled to problem solve, despite obstacles (Facione, 2013). In this day of information overload, it is more important than ever to be a critical thinker (Ricci, 2014). Similarly, Green (2012) noted that in this fast past world that critical thinking is important and decisions need to be made fast, realizing that they may change.

It is necessary for critical thinkers to decipher, evaluate and analyze all the incoming noise and be able to come out with an appropriate decision for the situation at hand. Green (2012) noted that some leaders have the natural critical thinking skills while others have to acquire it. Green noted tips for acquiring skills such as visiting websites of other organizations for success stories, changing course when you need to, viewing problems from all angles, using resources outside of your industry and or business and involving others in the organization as often as possible.



## **Communication**

According to Gramatnikovski, Stoilkovska, and Serafimovic (2015), organizational culture can be defined by the way leaders communicate with their employees. Gramatnikovski et al. (2015) suggested that an organization continues to brand itself and does so through communication which is part of the organizational culture. Communication is important to organizations in that it is way ideas and information is shared and eventually is part of the transformation of the organization. A research study conducted by Gramatnikovski et al. (2015), attempted to uncover the relationship between business communication and organizational culture in an environment. The findings revealed a high correlation of the effectiveness of business communication on the organizational culture in terms of branding. In other words, if organizations desire a highly critical thinking organization they must brand it and communicate and continue to communicate that message along with their actions.

Ethical communication is important (Gramatnikovski et al., 2015) in making organizational decisions and building a healthy critical thinking organizational culture. Interestingly, Facione (2013) noted that critical thinking and ethical decision making do not necessarily go hand in hand, even though there is debate among the scholars. Effective communication should be positive, consistent, open and transparent on all levels.

However, leadership communication can be hampered by organizational culture, norms, and the absence of strategic thinking on how to handle these challenges. Green (2012) suggested that better decisions are made when strategic thinking is present in an organization. Employees need leadership's time and input to make timely critical decisions. When that time is delayed employees can feel frustrated with the decision-making process. These frustrations can be mitigated by frequent communication with the employees.

## **Recommendations**

Recommendations for creating a critical thinking culture include the following:

1. Implement leadership training on critical thinking.
2. Provide training to employees on the elements of critical thinking.
3. Solicit ideas from employees on problems that need to be resolved.
4. Reward critical thinking and innovative thinking.
5. Provide regular communication on the critical thinking initiative.
6. Take an organizational critical thinking assessment (see Appendix A).
7. Take an organizational climate survey (see Appendix B).

According to Kuppler (2015), both climate and culture are needed to manage the challenges and problems that businesses are confronted with today. However, only organizational culture is sustainable to produce lasting effects of critical thinking and to produce true critical thinkers. Kuppler noted that a phased approach should be used and the process should be monitored. Additionally, leaders should talk to employees to get a sense of the culture (HPSINC1, 2012). An organizational climate survey (see Appendix B) is helpful in obtaining this information from employees. Ricci (2014) noted that education for executives is needed and that critical thinking skills are an essential trait for key leaders. Leaders that are critical thinkers will be more effective in this 21st century of our globally connected society.

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## Decision Making



by  
Jason Abreu

This section of the handbook examines effective decision making strategies while understanding the brains impact on making decisions. Furthermore, an in-depth review and analysis is provided detailing the decision-making process.

### **Effective Decision Making Strategies**

The goal leaders are to make sound, wise, and effective decisions for the greater good of colleagues and members within the organization. The following ideas will examine how effective leaders make decisions and how their affects negatively contribute or positively impact an organization.

#### **The Influential Leader**

Leadership is nothing more than influencing others while measuring outcomes based on action plans (Christopoulos, Liu, & Hong, 2016; Smith, 2017). Take the decision just made. How did it make you feel? What goal was accomplished from the decision being taken? How did others perceive the decision made? When examining these questions, leaders must understand their ultimate power relies not on the responsibilities, roles or functions they have, but rather on the influence they bring upon others after making decisions. After all, how often are leaders at the forefront of daily rituals? The goal of an effective leader is to make decisions that leave a lasting impact and positively contribute to the organization while other continue carrying the responsibility, leaving the leader the opportunity to focus on other projects and initiatives that can further contribute to the organization.

When examining your influence among, take for example your awareness of an issue, how your vision defines the expectation, your influence among other developing individuals, the environment which allows or does not allow for others to contribute, and whose voice is heard

(Smith, 2017). By examining these functions, the leader is ensuring influence leads to action, expectation leads to results and influence leads to success.

### **Decision-Making Starts in the Brain**

It is said the brain is one of the strongest muscles in our body. How often we use it and how we use it determines the strength and intelligence we portray. While we are confident our decisions stem from the brain, we must also examine how we use our brain throughout the decision-making process. For one, the goal is making decisions does not lay on how hard we work on a project or how many people were positively influenced, rather our success is initially granted through the attitudes we reveal (Kaplan, 2017). Our brain-based abilities and attitudes towards our roles and responsibilities establish the following guidelines (Kaplan, 2017):

- 1) Save your energy and use your brain for large contributions. Time spent on deciding company shirts and what pencils to order should be spent on how to increase revenue, employee satisfaction and customer retention.
- 2) Although we continuously resort to this method, avoid multi-tasking and focus on small, achievable goals that make the most impact. Your long-term success is dependent on your ability to carry-out goals that are attainable, rather than focusing on projects that take years and staff worry on outcomes and failed expectations.
- 3) Similar to a basketball player shooting through a hoop, visual your goal and continuously aim for it. Vision boards, time for relaxation, reflection opportunities and coping during challenging times allows your brain to better understand, process and make astute decisions.
- 4) Let's face it, your brain does not always have the answers. Decisions should not be based on personal satisfaction or gains, rather, listen to others, establish a rapport, and know

who to trust. Continuously build bridges among staff and leave walls for physical confines.

- 5) Although every great leader is often revered by themselves, history always demonstrates there were others to assist. Effective decision-making abilities are best when a leader listens to other and acknowledges their contributions.

### **The Decision-Making Process**

Decisions are based on attitudes, perceptions, characteristics, environment, moral beliefs, observations, training and modeling (Christopoulos, Liu, & Hong, 2016; Hussung, 2017; Noval & Stahl, 2015). The goal of this model is to avoid trial-and-errors and focus on how following essential steps when making decisions. As a general rule on all decisions, avoid emotions, socialistic behaviors and expectations, as well mood influences when making decisions (Noval & Stahl, 2015). By avoiding these factors, your leadership abilities and training will serve as a springboard throughout the process.

When are decisions needed, why are they needed, how are they made, and what should be considered? Decisions are needed when staff find challenges meeting expectations. From simply following organizational expectations to addressing a staff member who arrives 10 minutes late on a daily basis, these circumstances need decisions to be made to avoid negative impacts. Decisions are needed because without them, followers and those who seek direction would be lost. It is essential a path is created for everyone that brings-out their abilities and leads to successful outcomes. How decisions are made and what is considered throughout this process follows six key principles (*see Figure 3*) (Hussung, 2017):

- 1) Define/clarify problems and outline goals – no decision can be made without knowing what is going to be addressed. See what needs to be taken care of and decide your expected goal *before* making the final decision.
- 2) Gather facts – did you see something or was it more or a hearsay? Evidence plays a crucial part throughout this process as the back-and-forth game of he-said-she-said would not suffice when making a decision. See it for yourself and experience the challenge on multiple occasions to know the repetitive nature that is causing for a change in the environment.
- 3) Brainstorm with individuals who can contribute to the greater good of the organization – every great superhero had a partner, find yours as well. If you are new within the organization, seek to senior leaders who you feel could assist in this matter. Never consider an individual who approaches you rather than you approaching them; this leads to the spread of rumors.
- 4) Determine the pros and cons of the decision being made – the decisions being made today will always have a lasting impact, therefore, ensure all aspects of the decision being made.
- 5) Ultimately decide and provide a resolution – this is the moment you have been waiting for, make the decision. The end goal is to make a decision, regardless if a change occurs or if no change is the ultimate decision. As determined in principle a, if a problem has been defined and clarified, a change must occur.
- 6) Follow through with your decision – if you have decided arriving 10 minutes early to a meeting is appropriate, follow through with this decision and ensure a level playing



field is provided for anyone. New rules, new guidelines, new expectations and new decisions carry a responsibility.



*Figure 3 – The Decision Making Process*

While making decisions, leaders must understand the emotional perspective and ethical attributes of the process. Ethical decisions are considered one of the most important processes to understand outcomes of the decision-making process as the organization, colleagues and society in general see the results of such decisions (Schwartz, 2015). The ethical decision making model is similar as the decision-making process model, where it differs stems with the addition of considering ethical guidelines and knowing relevant laws and regulations that impact organizational decisions (Forrester-Miller & Davis, n.d.). Ethical decisions ensure justice, equality and rights for all, regardless of limitations, perceptions or ideas (Welfel, 2012). To make the best decisions, review organizational human resources handbooks, consider the mission and vision of the organization, understand the individuals you directly and indirectly influence, and have a full understanding of your role. Only then, would your leadership abilities truly implement decision that would result in positive organizational attainments.

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## **Conclusion**

This handbook, tool for leaders to consider when thinking critically to make decisions, supports the need of effective management and leadership. The frameworks established throughout, serves as a guide that facilitate successful outcomes, viable expectations, team confidence, and positive affect among organizational contributors. As leaders, it is essential to think quickly, act wise, and inspire others when making decision to ensure a sustainable, positive, and fruitful legacy. Leaders are organizational contributors of success or failures, hence, it is crucial such handbook be considered to ensure organizational victory.

## Appendix A

### Cognitive Reflection Test

**Cognitive Reflection Test**

1. A bat and a ball cost \$1.10 in total. The bat costs \$1.00 more than the ball. How much does the ball cost?
2. If it takes 5 machines 5 minutes to make 5 widgets, how long would it take 100 machines to make 100 widgets?
3. In a lake, there is a patch of lily pads. Every day, the patch doubles in size. If it takes 48 days for the patch to cover the entire lake, how long would it take for the patch to cover half of the lake?

## Appendix B

Organizational Climate Survey

# Employee Opinion Survey Demo 1

October 19, 2017

This shows the typical format for an Employee Opinion Survey. Items are grouped by dimension with a set of follow up items at the end of each section.

Dear Employee:

As you are aware we are commencing work on an Employee Satisfaction Survey, which will be conducted from now through November 2, 2017

The survey itself consists of 54 questions and should take approximately 25-30 minutes to complete, in order for **[Company]** to ensure confidentiality of all your responses we have employed an outside firm (HR Survey) to assist in gathering and analysing the data.

The survey is intended to provide our Team with valuable feedback to ensure that we are focussing our efforts in the right areas that will deliver a defined improvement for our employees; with this in mind can I ask that everyone participates in order for us to achieve our goal of continuous improvement/raising the standards.

After the completion of the survey a comprehensive analysis of the data provided will be conducted, which should take just a few weeks. Therefore, I expect to be able to share the initial results with you in January and discuss what we aim to do with the information gathered.

Thank you in advance for your participation.

Human Resources Manager

Communication	Strongly Disagree		No Opinion		Strongly Agree
	1	2	3	4	5
1. I generally feel informed about changes that affect me within <b>[Company]</b> .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I usually know in plenty of time when important things happen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. I can see the link between my work and <b>[Company]</b> objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Managers communicate clear objectives for the company to achieve	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If **[Company]** were to make improvements in the area listed above, which item do you think should be emphasized most over the next two years in order to make us a more effective organization.

Improvement needed in number:

What is your suggestion on how to improve this?

Satisfaction	Strongly Disagree	No Opinion		Strongly Agree	
	1	2	3	4	5
5. Considering everything, I am satisfied at <b>[Company]</b> .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. I find my work challenging.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. I like the kind of work I do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. My working conditions are good.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If **[Company]** were to make improvements in the area listed above, which item do you think should be emphasized most over the next two years in order to make us a more effective organization.

Improvement needed in number:

What is your suggestion on how to improve this?



Training	Strongly Disagree		No Opinion		Strongly Agree
	1	2	3	4	5
9. I get the training I need to do my job well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. I am aware of available training and development activities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. I am given a real opportunity to improve my skills in this Company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. My training meets my needs for my current job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If <b>[Company]</b> were to make improvements in the area listed above, which item do you think should be emphasized most over the next two years in order to make us a more effective organization.					
Improvement needed in number: <input type="text"/>					
What is your suggestion on how to improve this?					
<div style="border: 1px solid gray; height: 60px; width: 100%;"></div>					
Career	Strongly Disagree		No Opinion		Strongly Agree
	1	2	3	4	5
13. I believe there are a variety of ways for me to develop my career at <b>[Company]</b> .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Job promotions within the company are fair and reasonable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. I am aware of promotion opportunities within <b>[Company]</b> .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. I have the opportunity to progress within <b>[Company]</b> .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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If **[Company]** were to make improvements in the area listed above, which item do you think should be emphasized most over the next two years in order to make us a more effective organization.

Improvement needed in number:

What is your suggestion on how to improve this?

Company	Strongly Disagree		No Opinion		Strongly Agree
	1	2	3	4	5
17. <b>[Company]</b> is innovative in developing new ways to serve our Stakeholders.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. <b>[Company]</b> 's image is that of a high quality company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. <b>[Company]</b> performs its business operations to a high standard.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. The work policies are well developed and organized.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If **[Company]** were to make improvements in the area listed above, which item do you think should be emphasized most over the next two years in order to make us a more effective organization.

Improvement needed in number:

What is your suggestion on how to improve this?

Appraisals	Strongly Disagree		No Opinion		Strongly Agree
	1	2	3	4	5
21. My manager holds me accountable for the work that I do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. My manager provides me with adequate feedback.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. I have clear measures for each of my objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. I know what is expected of me in my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If <b>[Company]</b> were to make improvements in the area listed above, which item do you think should be emphasized most over the next two years in order to make us a more effective organization.					
Improvement needed in number: <input type="text"/>					
What is your suggestion on how to improve this?					
<input type="text"/>					
Recognition	Strongly Disagree		No Opinion		Strongly Agree
	1	2	3	4	5
25. Hard work is usually rewarded at <b>[Company]</b> .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. I receive enough recognition for work that I do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27. If I do a good job I have a better chance of getting ahead.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28. I am recognized whenever I do a good job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If **[Company]** were to make improvements in the area listed above, which item do you think should be emphasized most over the next two years in order to make us a more effective organization.

Improvement needed in number:

What is your suggestion on how to improve this?

Management	Strongly Disagree	2	No Opinion	4	Strongly Agree
	1	2	3	4	5
29. My manager helps me to get ahead at my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30. The relationship between management and employees is good.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31. Management of my company makes wise decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32. The Company Executives care about my ideas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If **[Company]** were to make improvements in the areas listed above, which item do you think should be emphasized most over the next two years in order to make us a more effective organization.

Improvement needed in number:

What is your suggestion on how to improve this?

Department	Strongly Disagree	2	No Opinion	4	Strongly Agree
	1	2	3	4	5

33. Conditions in my department allow me to perform to a high standard.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34. My team focuses on fixing the problem rather than finding someone to blame.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
35. My team looks for ways to change processes to improve performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
36. The morale in my department is generally high.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If **[Company]** were to make improvements in the area listed above, which item do you think should be emphasized most over the next two years in order to make us a more effective organization.

Improvement needed in number:

What is your suggestion on how to improve this?

Teamwork	Strongly Disagree		No Opinion		Strongly Agree
	1	2	3	4	5
37. I believe that all the divisions in the company work together to achieve a common goal.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
38. The people I work with cooperate to get the work done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
39. There is a spirit of we're all in this together within <b>[Company]</b> .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
40. There is cooperation among team members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If **[Company]** were to make improvements in the area listed above, which item do you think should be emphasized most over the next two years in order to make us a more effective organization.

Improvement needed in number:

What is your suggestion on how to improve this?

Respect	Strongly Disagree		No Opinion		Strongly Agree
	1	2	3	4	5
41. I feel I am valued at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
42. At <b>[Company]</b> my opinions count.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
43. Employees in the company are treated with respect regardless of their job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If **[Company]** were to make improvements in the area listed above, which item do you think should be emphasized most over the next two years in order to make us a more effective organization.

Improvement needed in number:

What is your suggestion on how to improve this?

Equality	Strongly Disagree		No Opinion		Strongly Agree
	1	2	3	4	5
44. I believe that rewards are given fairly where I work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

45. Everyone in my department tries to do their share of work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
46. [Company] is committed to ensuring equal opportunities for all employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
47. I feel favoritism is not a problem in my department.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If [Company] were to make improvements in the area listed above, which item do you think should be emphasized most over the next two years in order to make us a more effective organization.

Improvement needed in number:

What is your suggestion on how to improve this?

Security	Strongly Disagree	2	No Opinion	4	Strongly Agree
	1		3		5
48. I feel free to express my opinions without worrying about negative actions/responses.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
49. I feel I have job security.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Improvement needed in number:

What is your suggestion on how to improve this?

50. On a scale of Excellent to Poor, how would you rate your overall employment with **[Company]** and why?

<input type="radio"/> -Excellent	<input type="text"/>
<input type="radio"/> -Good	
<input type="radio"/> -Average	
<input type="radio"/> -Poor	

51.

51. Would you refer others who are seeking employment to **[Company]**?  Yes  No  
Please provide explanation:

52. If you had an opportunity to make any change you wanted to make **[Company]** a better place to work, what one improvement would you make?

53. What changes do you see **[Company]** making in order to raise the standards?

54. I feel good about my continued employment with **[Company]**.  Yes  No  
If no, please provide explanation:

My job category is:



- Sales & Marketing
- Finance
- Management
- Operations
- Facilities
- Support Staff

55.