

LD6-02 Decisiones basadas en hechos

24 de enero de 2006

Estimados suscriptores:

En este mensaje se incluye un fragmento correspondiente al segundo principio enunciado por Marvin Bower en "The Will to Manage": Las decisiones deben estar basadas en hechos considerados objetivamente y analizados concienzudamente.

Este principio nos dice que basar nuestras decisiones en los hechos (en lugar de suposiciones mal fundadas o ideas preconcebidas) no sólo contribuye a decidir mejor, sino que permite ajustar coherentemente nuestras acciones al cambiar la información disponible.

Definitivamente este debe ser un principio que guíe las acciones del personal de las empresas.

Reciban un cordial saludo.

Roberto Ley Borrás

Los cinco principios son:

1. Mantener altos estándares éticos en las relaciones internas y externas es esencial para lograr el máximo éxito.
2. Las decisiones deben estar basadas en hechos considerados objetivamente y analizados concienzudamente.
3. La empresa debe mantenerse adecuada a las fuerzas que operan en su ambiente.
4. La gente debe ser juzgada en base a sus logros, no en base a su personalidad, educación o atributos y habilidades personales.
5. La empresa debe ser administrada con un sentido de urgencia competitiva.

Referencia:

Fragmento del libro "The Will to Manage: *Corporate Success Through Programmed Management*" por Marvin Bower. El fragmento fue publicado en The McKinsey Quarterly, 2003 No. 2.

2. FACT-FOUNDED DECISION MAKING

Every decision maker should try to get the facts. Obvious though it may seem, the key importance of a fact-founded approach to decision making as an element in company philosophy cannot be overstressed.

Like so many other management concepts, however, the value of the fact-founded approach depends on the degree and effectiveness of its use. My observations convince me that only the most successful companies really use facts adequately and with full effectiveness in developing strategic plans and making decisions. Too many executives get fixed attitudes on common issues, typifying the cliché, "My mind is made up, don't bother me with the facts." Too many executives (even some successful ones) come to value their own opinions and judgments so highly that they ignore or underestimate facts.

Ideally, the job of building in the fact-founded approach starts at the top. In large-scale organizations, the factual approach must be constantly nurtured by high-level executives. The more layers of authority through which facts must pass before they reach the decision maker, the greater the danger that they will be suppressed, modified, or softened so as not to displease the "brass." For this reason, high-level executives must keep reaching for facts or soon they won't know what is going on. Unless they make visible efforts to seek and act on facts, major problems will not be brought to their attention, the quality of their decisions will decline, and the business will gradually get out of touch with its environment.

When fully developed and actively applied at all levels, however, the fact-founded approach is a management instrument of great power. Here are some of the values it produces:

- * Better decisions. When facts are overlooked, ignored, or undervalued, they have a way of inexorably reasserting themselves. By keeping minds open and alert, a factual atmosphere stimulates better thinking and thus causes a cumulative buildup in better decision making.

- * Greater flexibility. When the fact-founded approach has been established, plans and decisions change with new facts. This provides automatic justification for the executive who must change his prior decision; in truth, he is acting consistently because, in both decisions, he is simply being guided by the facts. In such an atmosphere, readjustment to reality is continuous, and that is certainly an essential ingredient of successful management.

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