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## Exercise: Examining Emotionally-Driven Decision-Making

We may engage in emotionally-driven decision-making when we find ourselves in situations where our emotions are highly stimulated. Emotionally-driven decision-making (or, impulsive decision-making) is particularly likely to occur in situations that are especially stressful or ambiguous (e.g., when there is a lack of clarity about what we should do or are expected to do). Unfortunately, making decisions on the spur of the moment can often lead to irrational or hasty decisions, as our thinking is often muddled and we may not take time to consider all relevant factors. Managers, whose decisions strongly impact the experiences of workers, have a clear responsibility to help ensure that they make the best decisions possible. While emotions can be an instructive component in decision-making, strong emotions can interfere. Emotions, in other words, should not 'drive' the decision-making process.

The types of situations that lead to impulsive decision-making vary from person to person. It can be helpful to explore the factors that make it more likely for emotions to drive your decisions.

**Think of a situation at work where you engaged in emotionally-driven decision-making, and where you later had second thoughts about the decision you made at the time.**

Describe the situation: \_\_\_\_\_

\_\_\_\_\_

Describe the decision(s) you arrived at: \_\_\_\_\_

\_\_\_\_\_

Describe the decision(s) you would have liked to have arrived at: \_\_\_\_\_

\_\_\_\_\_



Now, think about the factors that contributed to you making an impulsive decision in this situation. Often, the factors include the demands of the situation, other people's expectations, and your own thoughts about the situation. Which of these played a role for you? What could you have done differently?

Situational Demands	Other People's Expectations (specify who)	My Thoughts About the Situation	What I Could Have Done Differently