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Practical Guide

To Making

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Decisions John

S Hammond

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~~PrOACT Model~~

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"Throughout  
Smart Choices,  
Hammond, Keeney,  
and Raiffa  
provide valuable  
insight and  
guidance on the  
inevitable and  
ongoing  
negotiation with  
yourself when  
facing a  
difficult  
decision. By

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Following their effective, systematic process, anyone can make important personal or business decisions with greater clarity, confidence, and efficiency."

*Smart Choices: A*

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*Practical A Guide  
to Making Better*

*Practical Guide  
To Making  
Better  
Decisions John  
S. Hammond*

"Smart Choices"  
doesn't tell you  
what to decide;  
it tells you  
how. As you  
routinely use  
the process,  
you'll become  
more confident  
in your ability  
to make

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choices at  
work and at  
home. And, more  
importantly, by  
applying its  
time-tested  
methods, you'll  
make better  
decisions going  
forward. Be  
proactive.

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Practical Guide*

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*to Making Better*

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Although a bit  
dry at times,

Smart Choices

offers numerous  
practical

guidelines and

exercises to

help make

important

decisions

wisely. Not one

to simply read

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and absorb  
(unless you have  
a photographic  
memory), you'll  
need to take the  
time to analyze  
your own  
decisions in  
order to reap  
the benefits of  
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*Evaluate your  
plans • Break  
your potential  
decision into  
its key elements  
• Identify the*

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key drivers that  
are most  
relevant to your  
goals • Apply  
systematic  
thinking • Use  
the right  
information to  
make the  
smartest choice

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In Smart  
Practical Guide  
Choices, John  
Hammond, Ralph  
Keeney, and  
Howard  
Raiffa--experts  
with over 100  
years of  
experience  
resolving  
complex decision  
problems--offer  
a proven,

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Straightforward,  
and flexible  
roadmap for  
making better  
and more  
impactful  
decisions, and  
offer the tools  
to achieve your  
goals in every  
aspect of your  
life.

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author: Hammond,  
John S.; Keeney,  
Ralph L.;

Raiffa, Howard

publisher:

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English subject  
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Authors: John S.  
Hammond, Ralph  
L. Keeney,  
Howard Raiffa.

Smart Choices  
introduces the  
PrOACT method in  
making decisions  
– big or small.  
The method

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focuses on the  
eight elements  
of effective  
decision making:  
Problem,  
Objectives,  
Alternatives,  
Consequences,  
Tradeoffs,  
Uncertainty,  
Risk Tolerance,  
Linked  
Decisions.

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Howard Raiffa.

Making good  
decisions and



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executing well

on those  
decisions...

STARTING OUT.

The authors  
coined this  
somewhat helpful

acronym: PrOACT,  
which stands for  
Problem,

Objectives,...

...

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*Page 33/46*

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*Summary | PDF,  
Chapters &  
Review of John  
To Making*

Smart

Choices doesn't  
tell you what to  
decide; it tells  
you how. Authors  
Hammond, Keeney,  
and Raiffa,  
among the  
world's best-  
known experts on

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resolving  
complex decision  
problems, blend  
the art and the  
science of  
decision making  
into accessible  
steps that lead  
you to consider  
your choices  
both intuitively  
and  
analytically.

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to Making Better  
...*

In *Smart  
Choices*, John  
Hammond, Ralph  
Keeney, and  
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Raiffa—experts  
with over 100  
years of  
experience  
resolving

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complex decision  
problems—offer a  
proven,  
straightforward,  
and flexible  
roadmap...

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...

Smart Decisions  
lays out a  
simple, clear

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and practical  
framework and  
process for  
decision making.  
Although many of  
the concepts are  
not novel, the  
power is that  
the book links  
various tools  
and techniques  
as discrete  
decision making  
steps. Each step

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Choices A  
builds on the  
next.

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To Making

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contains an  
interesting  
decision-making

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framework:

PrOACT. We have found that even the most complex decision can be analysed and resolved by considering a set of eight elements.

*Making Smart  
Choices: 8 Keys  
to Making*

*Page 40/46*



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*Effective*

*Decisions*

Remind yourself  
that even smart  
choices can have  
bad  
consequences,  
through no fault  
of the original  
decision maker,  
and that even  
the best and  
most experienced  
managers are not

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immune to errors  
in...

Practical Guide

*The Hidden Traps  
in Decision*

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Decisions* John  
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Smart Choices to  
align more  
closely with the  
National Healthy  
School Canteens  
Guidelines and  
the Australian  
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The process I

learned was

adapted from  
Hammond, Keeney,  
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book, Smart

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Life Decisions.

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this framework  
because it is  
both analytical  
and subjective.

Important life  
decisions  
involve both  
your head and  
your heart!

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