

Strategies for Professional Decision Making: The SMART Approach

Strategy	Sample Reflection Questions
<u>Seek Help</u>	<ul style="list-style-type: none">• Where might I seek additional information or an unbiased, objective opinion?• Would it help to involve a mediator or consultant?• Do I welcome correction or input from others, including subordinates?
<u>Manage your Emotions</u>	<ul style="list-style-type: none">• What are my emotional reactions to this situation? Am I anxious, frustrated, or depressed?• How might my emotions influence my decision-making?• Would taking a “time out” or deep breath help?
<u>Anticipate Consequences</u>	<ul style="list-style-type: none">• What are the likely short-term and long-term outcomes of various choices?• Who will be affected by my decisions and how?• How might this decision impact my career and me?
<u>Recognize Rules and Context</u>	<ul style="list-style-type: none">• What are the causes of the problems in this situation? Which causes can I change?• What ethical principles, laws, or regulations apply in this situation?• Does anyone have the power to control outcomes? If so, who and how?
<u>Test your Assumptions and Motives</u>	<ul style="list-style-type: none">• Am I making faulty assumptions about the causes of the situation, alternatives, or others’ intentions? How can I find out?• What are my motives? Are they the same as the people I serve?• How will others view my choices?

NOTE: The strategies often overlap, e.g., testing assumptions is often a good way to manage emotions and it can lead to seeking help.

Want to be SMARTER? Add “Evaluate” outcomes of your actions, and “Revise” your approach based on outcomes.

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