

DECISION MAKING FOR EARLY CAREER RESEARCHERS

3 HOURS
4 TECHNIQUES

NTK

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Charles University



GOAL OF THIS WORKSHOP

To equip ourselves for a smoother and more confident decision making.

To experience 4 tools hands on and plan our first steps.

It can be personal, what we hear here won't be shared any further.





The life of a researcher is full of DECISIONS:

Journal articles or a monograph?



The life of a researcher is full of DECISIONS:

**Journal articles or a monograph?
Which journal fits best?**



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Topic X or topic Y?



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Topic X or topic Y?
Join a colleague's project or not?



The life of a researcher is full of DECISIONS:

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Which journal fits best?

Topic X or topic Y?

Join a colleague's project or not?

Is that conference worth it?



The life of a researcher is full of DECISIONS:

Journal articles or a monograph?

Which journal fits best?

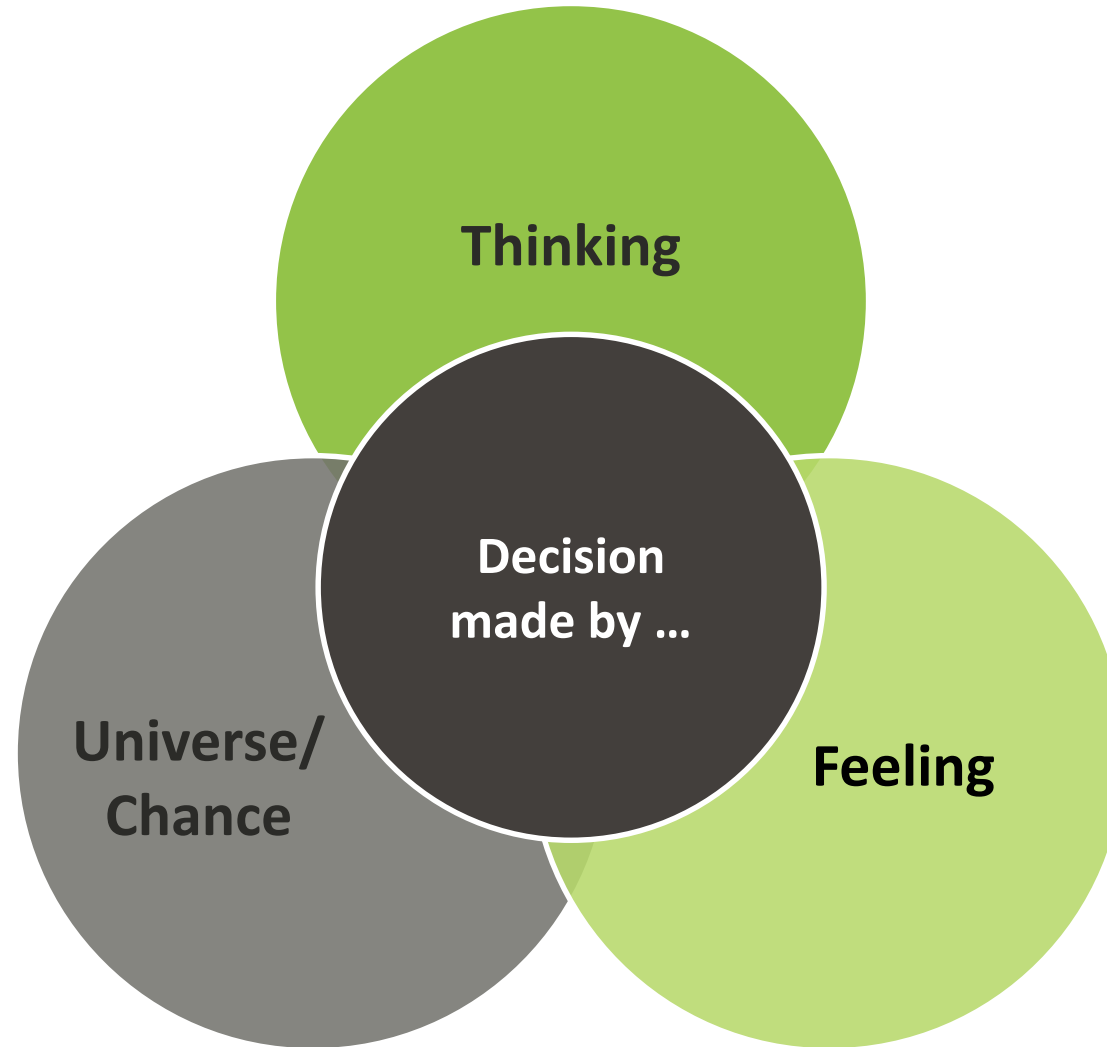
Topic X or topic Y?

Join a colleague's project or not?

Is that conference worth it?

Should I stay or should I go?

Decision making styles





PERSONALITY TYPES KEY



Extroverts

are energized by people, enjoy a variety of tasks, a quick pace, and are good at multitasking.



Sensors

are realistic people who like to focus on the facts and details, and apply common sense and past experience to come up with practical solutions to problems.



Introverts

often like working alone or in small groups, prefer a more deliberate pace, and like to focus on one task at a time.



Intuitives

prefer to focus on possibilities and the big picture, easily see patterns, value innovation, and seek creative solutions to problems.



Thinkers

tend to make decisions using logical analysis, objectively weigh pros and cons, and value honesty, consistency, and fairness.



Judgers

tend to be organized and prepared, like to make and stick to plans, and are comfortable following most rules.



Feelers

tend to be sensitive and cooperative, and decide based on their own personal values and how others will be affected by their actions.



Perceivers

prefer to keep their options open, like to be able to act spontaneously, and like to be flexible with making plans.

SOURCE: "Do What You Love, Love What You Do: Through the Secrets of Personality Type" by Paul D. Tieger, Barbara Barron, Kelly Tieger

BUSINESS INSIDER

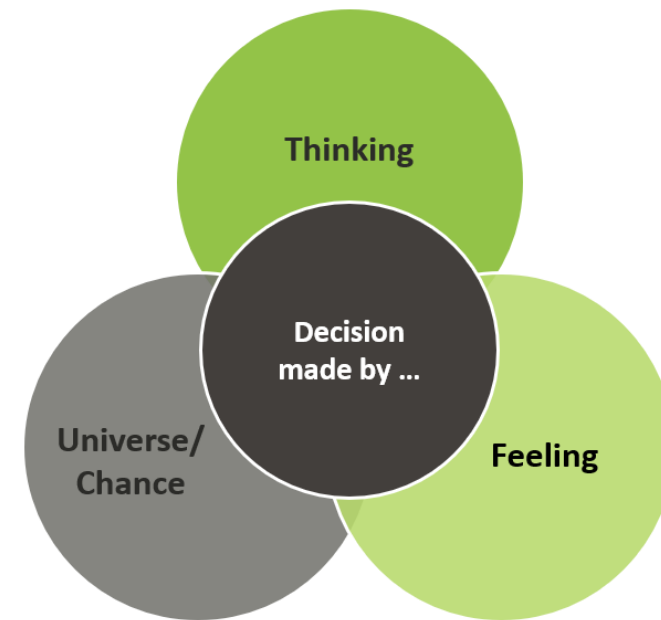


Group sharing

What decision making situations do I experience in academia?

How do I usually approach them?

2 minutes on your own to write it down,
then in trios 3 x 3 minutes



Today's Toolkit



LOGICAL

Cartesian Quadrants

LOGICAL

Criteria Matrix

HOLISTIC

Inner Team

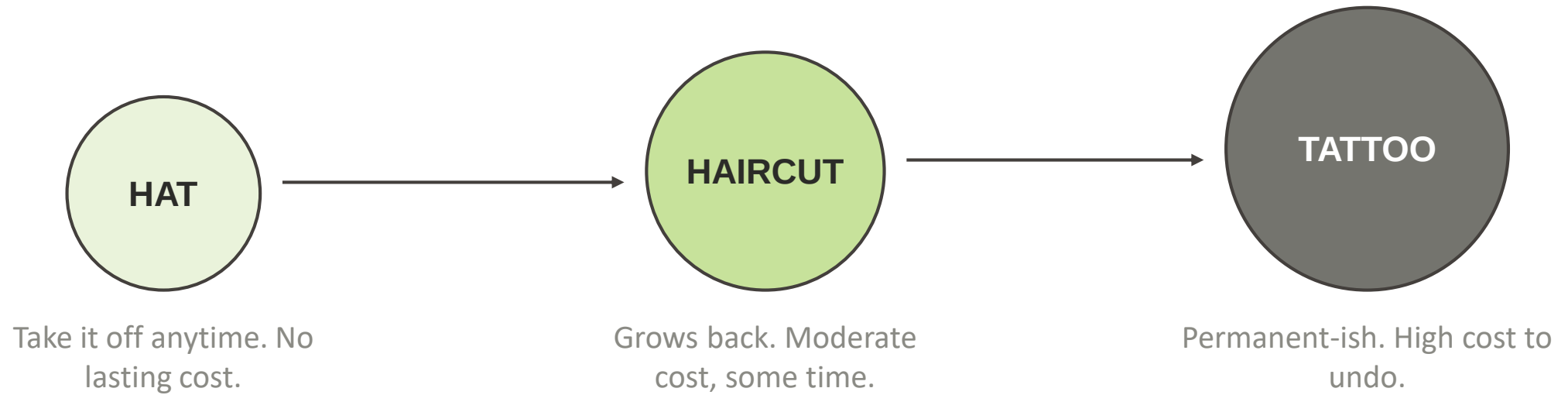
HOLISTIC

IKIGAI

+ some smaller bits



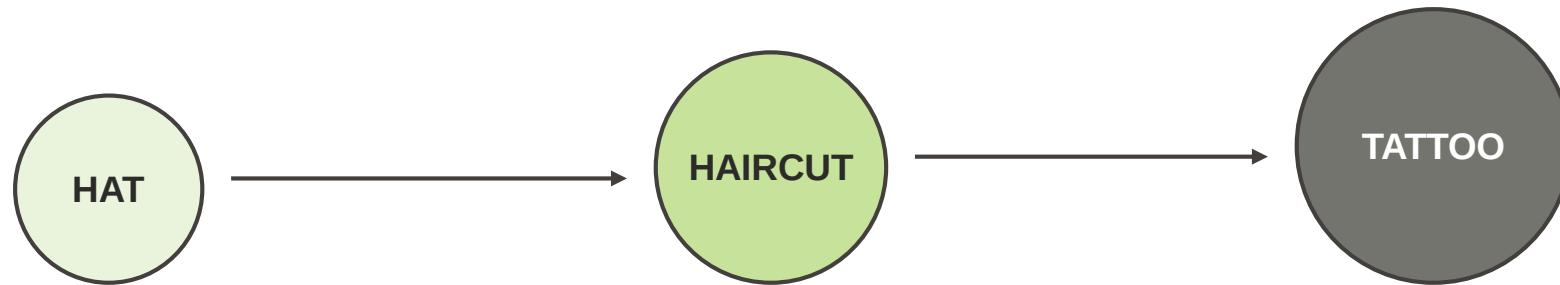
Hat, Haircut, or Tattoo?





Sort Your Decisions (5')

- List 2–3 decisions you're currently facing.
- Place each one on the hat – haircut – tattoo spectrum.
- Turn to a neighbor: what did it tell you about how much energy this decision deserves?



Decision Making Matrix



What HAPPENS
when I DO IT.

What HAPPENS
when I DON'T DO IT

What WILL NOT
HAPPEN when I DO IT.

What WILL NOT
HAPPEN when I DON'T DO IT



EXAMPLE

Should I postpone my dissertation submission?

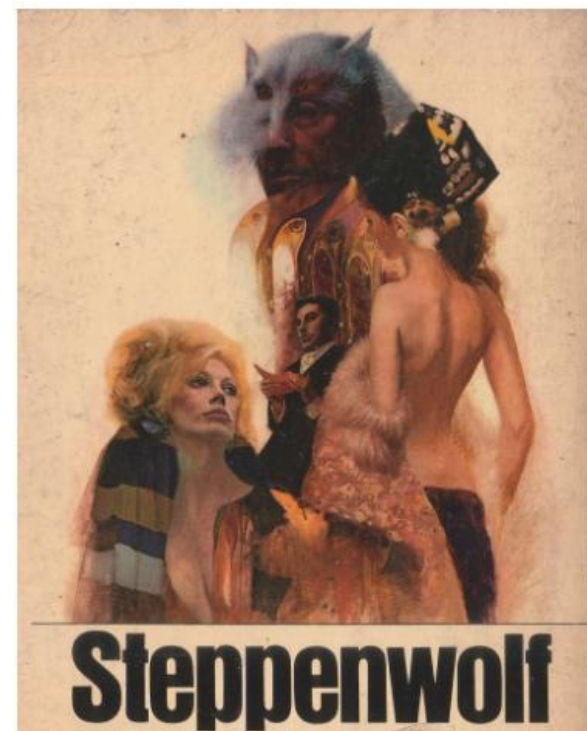
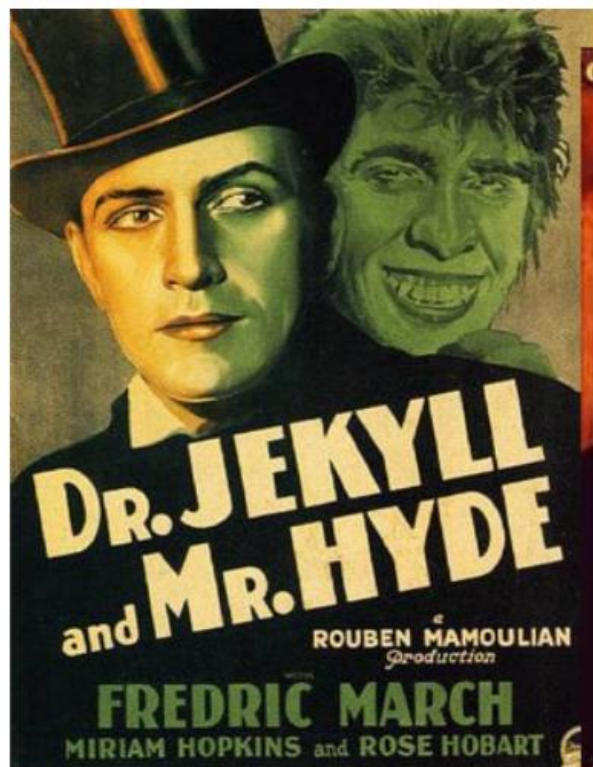
	I DO IT	I DON'T DO IT
HAPPENS	I get a beter work-life ballance, my motivation drops ... I lose access to resources and people I will have to pay for another semester	I finish earlier and get rid of this burden faster, but in the short run my stress level rises high, ... Maybe I won't get everything perfect It might be a failure
DOES NOT HAPPEN	not so many long hours, ... the stress won't disappear missed opportunities communication with supervisor, writing will not stop	no holidays, ... enjoy life, joining any other activitiies or projects



Explore your dilemma in pairs, 5+5 minutes

Help each other to come up with answers in all 4 categories.

	I DO IT	I DON'T DO IT
HAPPENS		
DOES NOT HAPPEN		

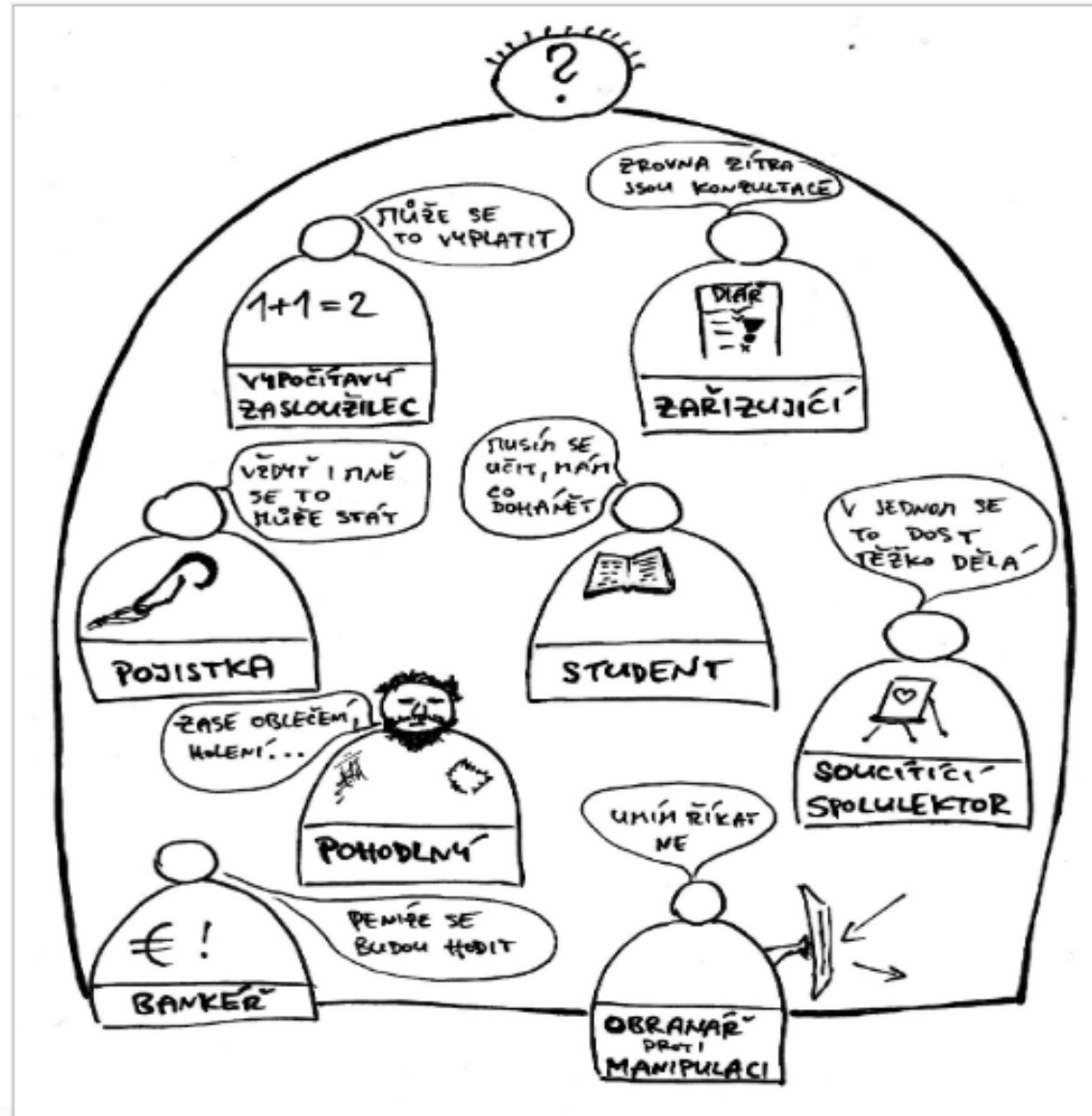




*“People have a need to imagine
their self as a unity.
As a body, everybody is single;
as a soul, never.”*

Hermann Hesse: Steppenwolf

The Inner Team Model





- Inner plurality can be a good thing, especially in complex situations
- Chaos X more perspectives
- Metaphor of a real team



- **Message** (one sentence)
- **Name** (*Sad Simon, Frustrated Frank*)
- **Symbol and language**
- **The Chief / team leader**

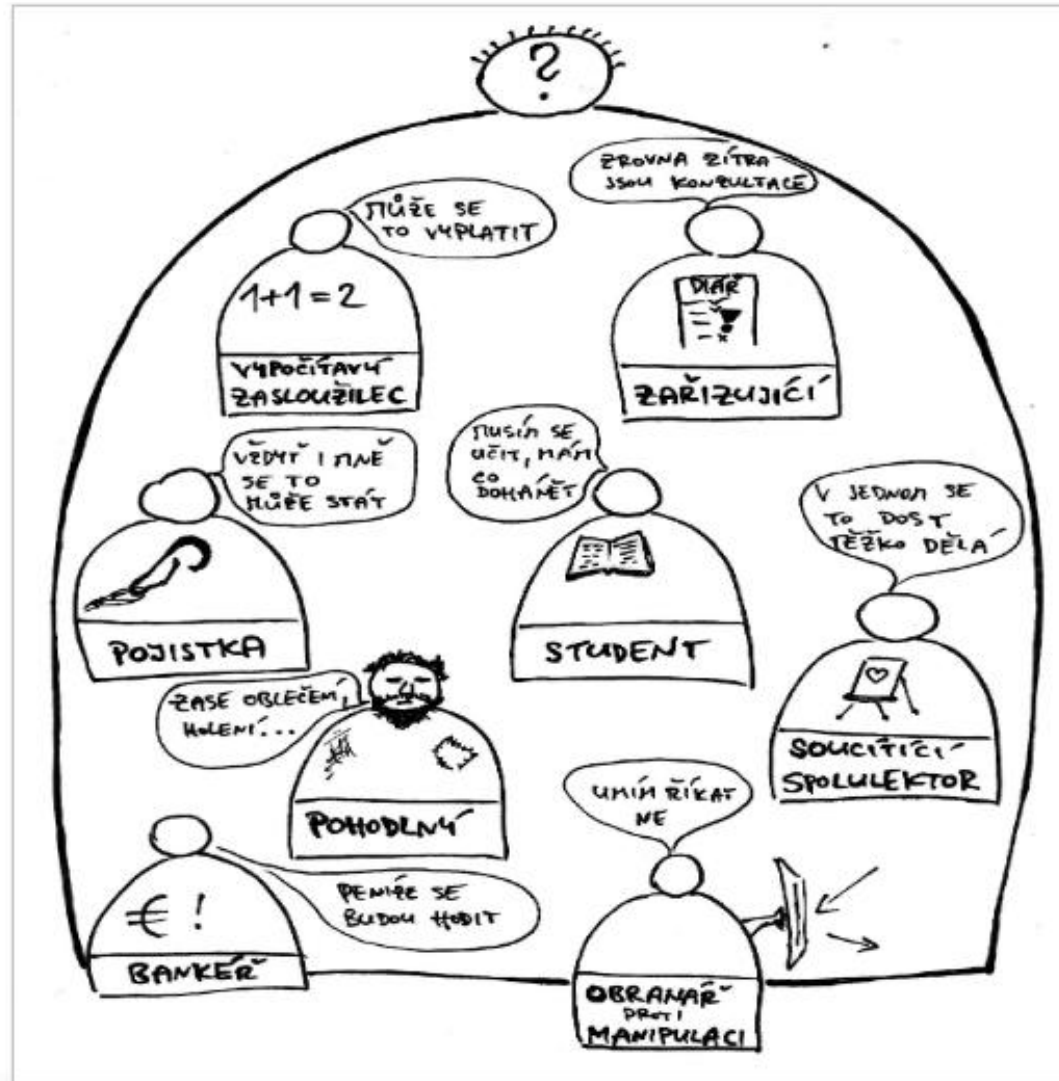


Characteristics of team members

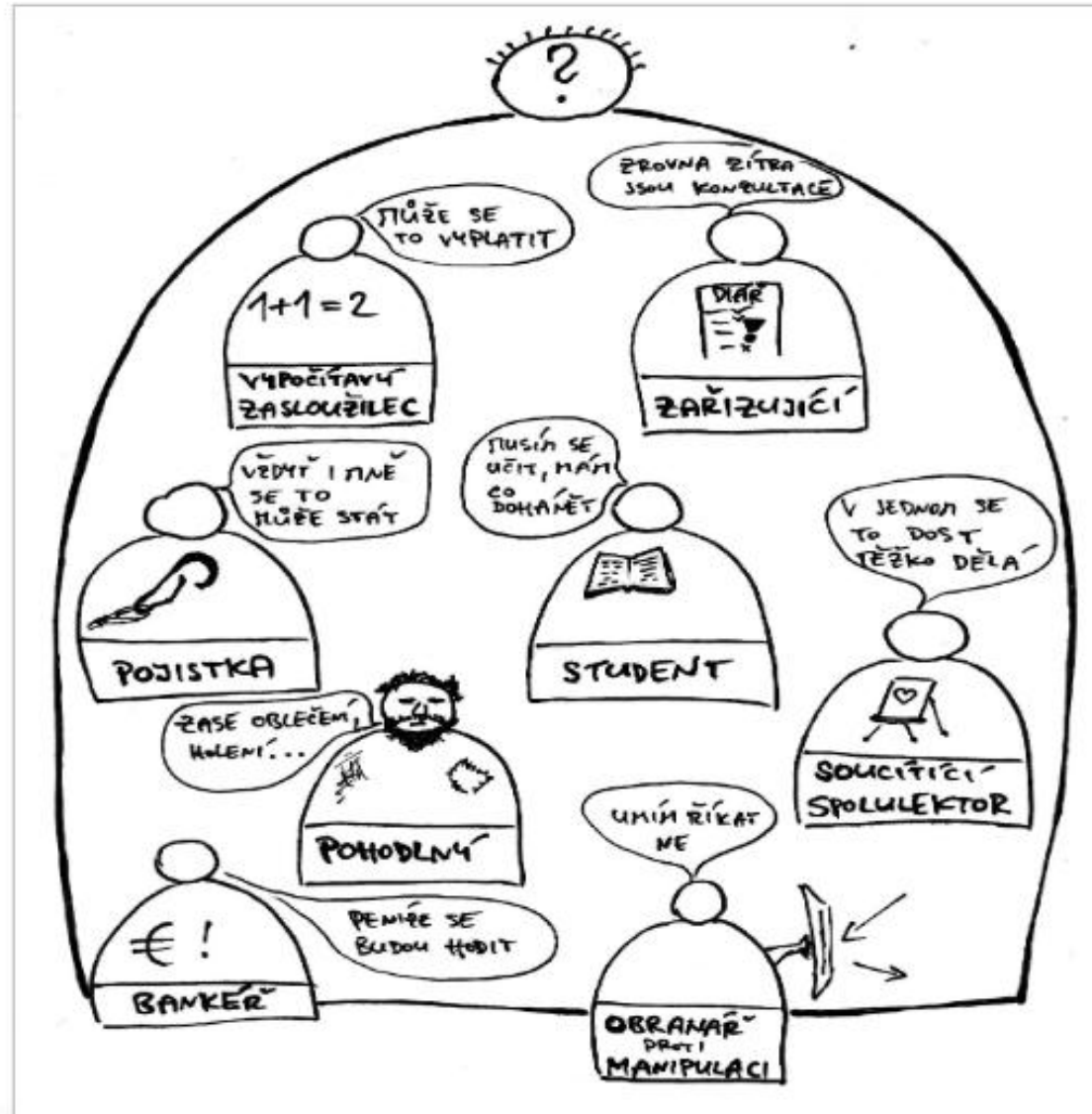
- participate in our inner discussion, they bring thoughts, feeling, needs.
- inner disunity, inner conflict
- inner group dynamics (subgroups, outsiders, etc.)
- early and late members
- loud or silent voices
- welcome or avoided
- different combinations

Identify who's in the room (individually, 5 minutes)

- Which inner “voices” have something to say about my situation ABC?



Groups of 3, sharing of your inner situation (15')



Inner Team Meeting - 6 Steps



- 1 Identify who's in the room
- 2 Listen to everybody
- 3 Allow free discussion
- 4 Team Leader steps in
- 5 Focused questions
- 6 Solution proposal



What have you discovered?

Ready for a break?



Criteria Matrix

Example: where should I publish my article?

(0-5 points, 5 being the best option)

option / criteria	impact factor	review time	probability of acceptance	... (another criterion)	RESULT
Journal A	5	2	2	xxx	9
Journal B	3	4	3	xxx	10
Journal C	1	2	5	xxx	8

The number is a conversation starter, not a verdict.

Try It: Score Your Options (5' on your own + 6' in pairs)

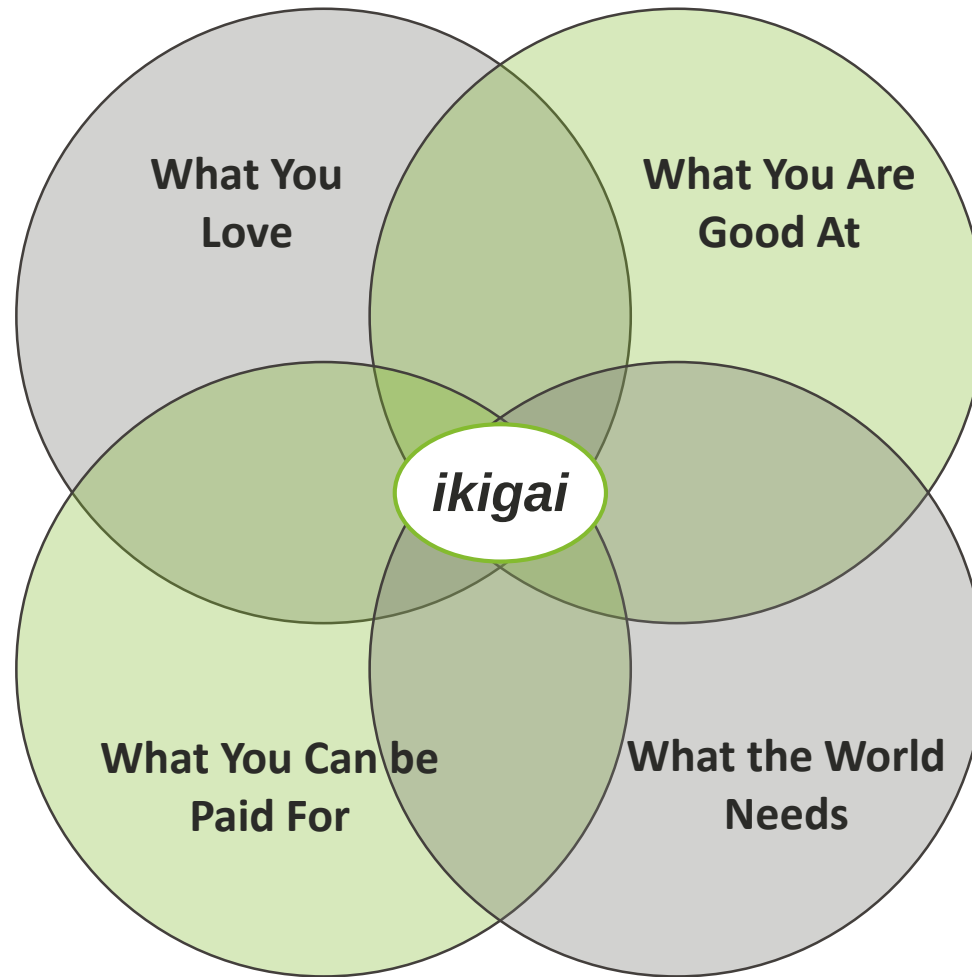


- Write down 2–4 real options for your decision.
- Choose 3–5 criteria that matter to you — and weight them first.
- Score each option, multiply, and total the rows.
- Sanity-check: does the top score match your gut feeling? If not — why?

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IKIGAI



A student's example

Try It: Map Your Decision 5' on your own, then pair-share for 5'



- Map your decision against all four circles.
- Where they overlap is your strongest direction.
- Best for career-level questions — not every small choice.





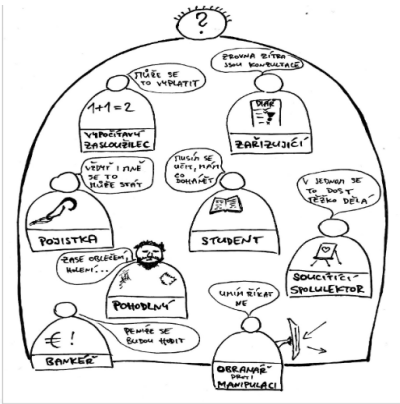
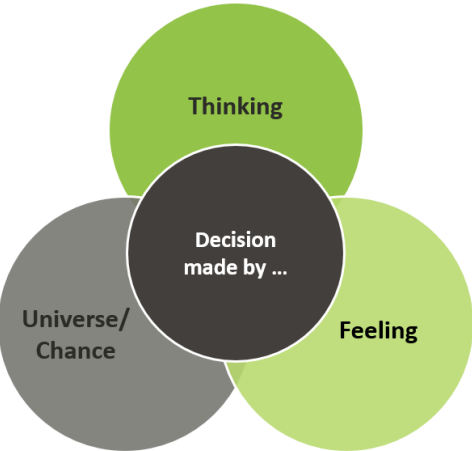
We can always flip a coin, too :-)

Which Tool, When?

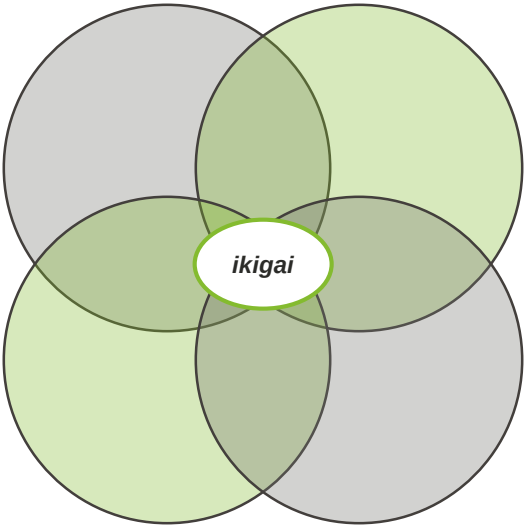
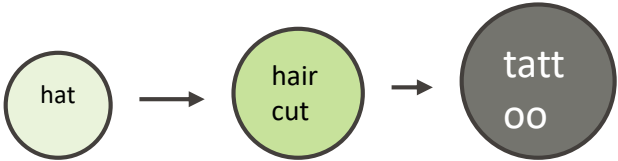


Situation	Reach for...
Quick, reversible choice	Hat / Haircut / Tattoo
Clear-cut decision, need to see all sides	Cartesian Quadrants
Several options, several criteria	Criteria Matrix
Inner conflict, or a team decision	Inner Team
Big, directional, career-level choice	IKIGAI

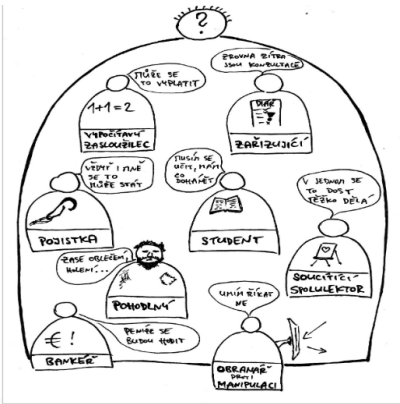
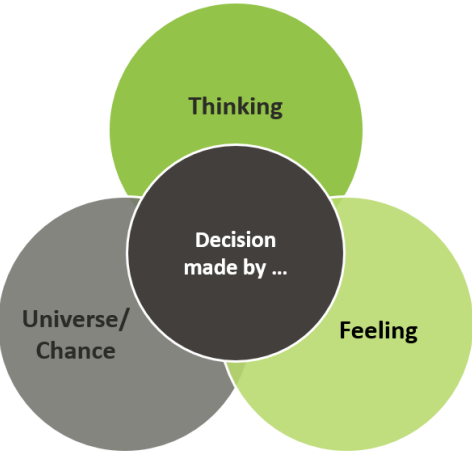
Session Summary



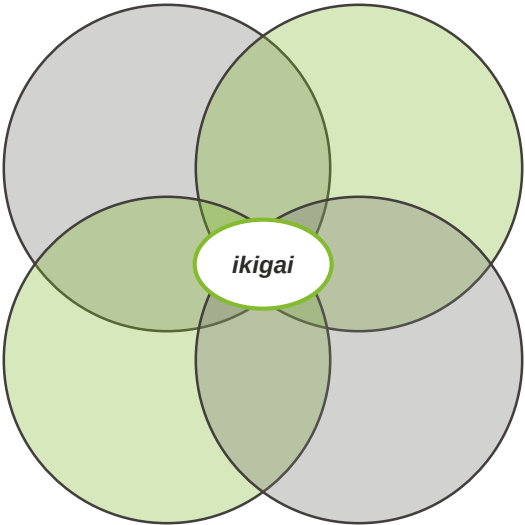
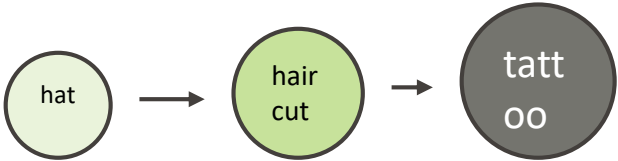
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Session Summary



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What is my take-away for the next month?



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