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## Decision-Making Skill: How to Make Better Decisions?

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## **Abstract**

We encounter many situations that require lifelong decision making. Decision making is that the individual prefers the most suitable one from different options. Individuals shape their own future in line with their decisions. Decisions taken not only produce personal results for the individual but also cause social consequences. Therefore, decision making is important in terms of affecting both individual and social life. Decision making is a gradual process that is affected by many individual and environmental factors. It is very important for decision makers to recognize the steps of this process and consider the variables that affect the decision making process. The fact that individuals make forward-looking, positive and personalized decisions is largely related to decision-making processes. The proliferation of options in every field in today's world makes it difficult to make the right decision. Depending on the development and change experienced, individuals need to manage the decision making process well, know what factors have an impact on the decisions, make timely decisions and think rationally about the options. In this study, recent studies that stand out in the literature on decision-making processes and the factors affecting decisions are examined and it is emphasized how more effective and better decisions can be made in this direction.

**Keywords:** Decision making, decision making process, decision making style, the right decision.

## **Introduction**

Individuals are faced with numerous situations throughout their lives that require decision-making. These decisions can be related to daily desires and needs, as well as social, economic, educational, or political issues. Therefore, to achieve life satisfaction and enhance qualitative changes and development in society's future, every individual needs to make better and more effective decisions. Good decisions can positively impact a person's life while incorrect decisions can lead to undesirable outcomes, which indicates that decision-making is one of the most important life skills for individuals.

Decision-making is a higher-level cognitive attribute as it requires the collaboration of various mental and psychological functions (Küçükay, 2018). In recent years, the importance of the decisions made by individuals has been increasing due to developments and changes. As social life becomes more complex, it expands the options available to individuals in their environment by necessitating effective decision-making for managing individual life (Mazlumoğlu, 2019). In addition, good decisions made by individuals help to reduce their anxiety and facilitate happiness (Çakır, 2004). This further emphasizes the significance of decision-making as an essential aspect of human life.

While making decisions about a specific issue or event may seem easy in daily life, individual or societal variables can influence our decisions. As a result, even when aiming for the same goal, decisions can vary. Sometimes decisions are made after considering multiple possibilities while other times they may be impulsive. Each individual's life is shaped variously in terms of this aspect of decision-making (Mazlumoğlu, 2019).

In general, decision-making is described as the process of gathering the necessary information to solve a problem, generating options, and selecting the most appropriate option among them (Demirbaş-Nemli, 2018). In other words, it involves the individual choosing, implementing, and being able to reevaluate the alternative that will produce the most effective outcome for themselves when needed (Marco, Hartung, Newman, & Parr, 2003). Therefore, decision-making is seen as a process-oriented toward resolving a need or problem rather than a sudden occurrence (Ada, & Baysal, 2012). It

can be seen as a rational and subjective action. Accordingly, the conditions requiring individuals to make decisions can be summarized as follows (Kuzgun, 2000):

- There should be a problem that necessitates decision-making, and the individual should perceive it.
- Different alternatives that can eliminate the problem should exist.
- The individual should have the freedom to choose one of the available options.

After the decision-making process, a judgment or decision is reached, therefore, individuals should first clearly define the problem situations they encounter. This allows for purposeful actions and realistic evaluations of options by enabling individuals to make more effective decisions. Decision-making skill is one of the most crucial life skills individuals need to possess because good decisions allow individuals to obtain a more desirable life. This study examines decision-making processes and factors influencing those processes to explore how individuals can make better decisions. In this regard, the concept of decision-making is examined within the relevant literature and presented in a general framework. Thus, the aim is to facilitate more effective decision-making for individuals and address how to make more appropriate decisions, which constitutes the main problem of the study.

### **The Decision-Making Process**

Decision-making refers to the cognitive process individuals undergo to determine the most suitable option among alternatives aligned with their goals (Kardaş, 2013). This indicates that decision-making is not merely a choice but rather a process that involves exploring and generating relevant options and selecting them for use at the right time (Uçar, 2019). Therefore, it is crucial for decision-makers to understand the characteristics of the decision-making process and how it unfolds. It is emphasized that individuals should focus more on the process of decision-making rather than the decisions to make good and reliable decisions (Dawson, 1995). The characteristics of the decision-making process can be expressed as follows (Acıbozlar, 2006):

The decision-making process:

- Is rational.
- Requires costs.
- Can be planned and executed.
- Involves risks.
- Establishes a connection between the past and the future.
- Includes problem-solving.
- Is influenced by the environment.

When examining research on the decision-making process, it can be seen that different classifications are mentioned. However, despite the various classifications made regarding the decision-making process, it can be revealed that this process generally consists of common stages. The decision-making process, in its most general form, includes the following common stages (Kuzgun, 2006):

- Perception of the problem.
- Definition of the problem.

- Generation of alternatives.
- Gathering information about the alternatives.
- Evaluation of the obtained information in terms of meeting desires.
- Determination of the appropriate option for the individual.
- Implementation of the plan.
- Evaluation of the outcome.

Individuals act to meet both internal and external expectations during the decision-making process. Therefore, the effective use of personal and environmental resources is necessary (Marco, Hartung, Newman, & Parr, 2003). Additionally, it is crucial to have a general understanding of the stages of the decision-making process (Çimşir, 2019).

### **Components of Decision-Making**

Although each decision-making action has its unique concepts and qualities, the fundamental components of decision-making are generally expressed as follows (Güngör, & Uzcan, 2022):

- **Decision maker:** The individual or individuals who select among alternatives and assume responsibility for the outcomes.
- **Goal:** One of the critical components that shape the decision-making problem. Individuals make decisions with a specific goal in mind.
- **Criteria:** Determining the criteria allows decision-makers to evaluate alternatives accurately.
- **Alternatives:** At least two alternatives are required for the emergence of a decision-making problem. Alternatives represent the approach, attitude, and objects of the decision-maker.
- **Decision matrix:** Matrices that represent the combination of criteria and alternatives.
- **Environmental factors:** Uncontrollable situations that are expected to arise in the future but with uncertain outcomes.
- **Probabilities:** Decision-making involves uncertainty as it is oriented toward the future. Therefore, predictions about the future can be made by utilizing data from the past. These are reflected as probabilities in the decision-making process.
- **Outcomes:** Values related to the selection of a specific alternative and the emergence of criteria.
- **Decision:** The output of the decision-making process.

### **Factors Influencing the Decision-Making Process**

Our decisions can vary in terms of individual or environmental reasons. With this in mind, although decision-making is defined as a rational choice process, it is observed that certain factors beyond rational considerations affect the decision-making process (Sağır, 2006). Therefore, it is essential to know those factors to make good decisions (Çolakkadioğlu, 2010). Factors influencing the decision-making process can be discussed under two headings:

**Individual Factors:** While diverse variables have impacts on our decisions, the characteristics of the decision-maker are also crucial in this process. Psychological characteristics, personality traits,

values, perceptions, risk-taking tendencies, age, gender, and decision-making style (Demirbaş-Nemli, 2018) of the decision-maker can directly or indirectly influence decisions. In addition, individuals' emotional state, shyness or excitement, feelings of inexperience, lack of self-confidence, and reliance on negative thoughts can also change the direction of decisions (Kuzgun, 2006). Furthermore, the influence of certain skills that individuals possess on decisions can be mentioned. To illustrate, it is stated that having self-regulation skills positively affects decision-making styles and processes (Mazlumoğlu, 2019). Similarly, a study emphasizes that problem-solving skills contribute to making better decisions (Develioğlu, 2006).

**Environmental Factors:** Besides personal factors, it is crucial to know what environmental factors are in the decision-making process. Accordingly, the characteristics of the society one lives in, socioeconomic opportunities, and technological developments are regarded as impacts on decisions (Atsan, 2017). Additionally, it is emphasized that individuals feeling responsible toward family members and close circles also influence decisions (Kardaş, 2013). According to researchers, time is another environmental factor that affects our decisions. Lack of time to evaluate alternatives adequately may lead to inefficient decision-making (Can, 2009).

### **Characteristics of a Good Decision**

It is essential for individuals to make correct, effective, and reliable decisions both personally and socially. Therefore, the best option should be chosen in the decision-making process. It can be stated that a decision can be described as "good" based on the problem, existing conditions, environmental characteristics, and satisfaction with the outcome. When examining the literature, it is emphasized that a decision needs certain characteristics to be considered "good." In this regard, the characteristics of a good decision can be expressed as follows (İmrek, 2003):

- Effectiveness: For a decision to be considered good, it should be oriented towards solving the problem and eliminating it.
- Quality: Implementable decisions provide a solution to the problem.
- Efficiency: Our decisions incur costs, but a good decision does not exceed the expected cost.
- Widespread acceptance: A good decision is more accepted by group members.
- Timeliness: Making a decision ahead of time can lead to missed opportunities while decisions made after the appropriate time may lose their validity.
- Considered good and accepted by the individual's judgments: A good decision should be accepted by the decision-maker. This is important in terms of the feasibility of the decision.

All in all, good decisions can be described as decisions that lead to desired outcomes. Therefore, for individuals to have more qualitative decisions, they need to consider different factors and make decisions accordingly. Knowing how a good decision should be can benefit the management of the decision-making process and the more rational evaluation of outcomes.

### **Decision-Making Styles**

Many situations in daily life require decision-making. Each individual tends to make the best decision for themselves in matters such as school choice, career preferences, or the kind of life they want to lead. Although the options encountered throughout life and the uncertainties to be resolved may be

similar, individuals' decisions can vary. One of the most important reasons for this variety is related to decision-making styles associated with personal characteristics. The decision-making styles refer to the reactions or actions displayed by individuals in situations where they need to make decisions (Phillips, Paziienza, & Ferrin, 1984). At this point, five different decision-making styles are mentioned (Scott, & Bruce, 1995).

- Rational decision-making style: Individuals with this style conduct research and investigations regarding the subject they want to decide about. By doing so, they carefully determine what is most appropriate for them.
- Intuitive decision-making: Intuitive decision-makers make decisions based on their feelings. Depending on their intuition, they can make decisions quickly.
- Dependent decision-making: Individuals who make dependent decisions make decisions based on the reference and guidance of others. These individuals often delegate the responsibility for their decisions to others.
- Avoidant decision-making: Individuals with this style are generally inclined to avoid making decisions and taking responsibility for their decisions.
- Spontaneous decision-making: Spontaneous decision-makers act according to the circumstances they are in, and therefore, their decisions emerge spontaneously.

Considering the influence of decision styles on our decisions, it can be stated that how individuals behave in a situation where a decision needs to be made is crucial. It is certain that considering the positive and negative aspects of the situation to be decided, having sufficient knowledge about the subject, and evaluating the potential outcomes more realistically will help individuals make better decisions. In other words, decision-makers can act more solution-oriented and conclude the decision-making process as desired by combining rational behaviors.

Although decision styles are among the fundamental reasons for individuals encountering different outcomes despite the similarity of situations requiring decisions throughout life, it can be thought that individuals who cannot prioritize their expectations over the desires of others and cannot control their emotions and instant reactions may experience negative consequences in their decisions. However, it is important to note that reaching a decision, even if the result is not desired, is necessary. In this way, individuals can make plans or make certain adjustments. It is believed that this situation, by allowing the decision process to be reviewed, contributes to improving the outcomes of decisions. On the other hand, the individual's procrastination in decision-making, indecisiveness, or failure to take responsibility for their decisions can cause both individual and societal problems.

### **Decision-Making Theories**

Different theories have been developed to explain the decision-making action and process in the related literature. They can generally be analyzed into three main categories (Doğan, 2010). Intuitive Decision-Making Theories argue that decision-makers make their decisions quickly based on intuition, experience, and emotions, without relying on any evidence or criteria. Rational Decision-Making Theories, on the other hand, focus on scientific and analytical methods, determining calculations, assumptions, data, and judgments based on objectivity that require the most appropriate decision-making. Multi-Criteria Decision-Making Theories, which have been considered more in recent years, are

highly effective in situations where a choice (evaluation, prioritization, preference, etc.) needs to be made among multiple available options by combining the best aspects of the two former theories.

### **Effective Decision- Making**

The quality of our decisions is crucial for shaping our lives. In fact, the decisions we made in the past determine the course of our present lives. Therefore, it is important to know what can be done to make effective decisions. According to Hammond, Keeney, and Raiffa (1999), in order to increase the likelihood of making good decisions, the decision-making process needs to be effectively managed. Accordingly, here are the things that a competent decision-maker should do:

- **Avoid procrastination in decision-making:** Individuals should search for what they need to decide and make decisions without procrastination to avoid time pressure.
- **Focus on important points:** It is necessary for individuals to identify the points that are important to them in the decision-making process to determine the aspects they should pay attention to.
- **Develop alternative plans:** Individuals should be flexible in the decision-making process. They should remain open to new developments as the problem definition may change during the process.
- **Avoid complexity:** When making decisions on complex issues, individuals need to move from generalities to more specific situations in order to make decisions.
- **Avoid getting stuck:** In situations where individuals struggle to make decisions, they need to find someone to talk to about the problem or to identify the reasons for their uncertainty.
- **Avoid perfectionism:** Trying to find a perfect alternative that will produce the best outcome can delay decision-making. This is one of the main reasons why decision-making becomes difficult.
- **Seek advice:** Individuals can seek advice from experts in the relevant field or from more experienced individuals when making decisions. By analyzing the opinions of others, they can make the most suitable decision for themselves.
- **Improve decision-making style:** Having an efficient and effective decision-making style is crucial in managing the decision process effectively. Therefore, individuals should constantly strive to improve their decision-making style.

The desire to make the most appropriate decision in every aspect demonstrates the importance of effective decision-making. Therefore, decision-makers need to clearly identify the problem and manage their time effectively throughout the process. It can also be stated that individuals who want to make effective decisions should first have self-confidence and avoid procrastination in decision-making.

Considering the contribution of effective decisions to human life, it can be seen that decision-makers have an important role in both individual and societal futures. Based on this point, it is necessary to know how to make better decisions from an early age. Therefore, it can be emphasized that it is crucial for individuals to improve themselves in order to become effective decision-makers.

## **The Role of Decision-Making in Education**

Decision-making is one of the most crucial life skills for individuals. The existence of positive or negative outcomes resulting from decisions made on various concerns throughout life, and the ability of individuals to achieve their goals and objectives through making correct decisions, demonstrate the importance of decision-making skills. Hence, it is stated that individuals can make better decisions with the acquisition of decision-making skills from early childhood education to university (Yağcı, 2022).

The decision-making skill, which affects an individual's lifestyle, represents personal abilities. Being proficient in decision-making requires the cognitive and psychological consideration of individual competence, self-esteem, and problem-solving skills. Therefore, decision-making skill education should be present at all levels of education (Çolakkadıoğlu, & Güçray, 2012). Similarly, Yalın, and Oğuz (2022) emphasize that the acquisition of effective decision-making skills by individuals is a matter of responsibility for education. In this regard, the review of the literature indicates that decision-making skill education contributes to individuals' acquisition of decision-making skills (Çolakkadıoğlu, & Güçray, 2012; Şeyhun, 2000).

Decision-making has been included in the curriculum of the Ministry of National Education [MoNE] since 2005 and has been retained in the life skills content of the Ministry of National Education curriculum without any changes in the later curricula revealed in 2013 and 2018 (Yağcı, 2022). When examining the Ministry of National Education curriculum, it can be seen that decision-making skill is addressed in terms of determining the issue to be decided, generating decision options, predicting the outcomes of possible decisions, identifying data, making the most accurate decision, implementing decisions, and taking responsibility for the decisions made (Baysal, 2015).

Schools play a significant role in the upbringing of individuals according to the characteristics of the era they live in. Therefore, decision-making skills should be included in the content of the curriculum from the early years of education. It is believed that individuals who can make their own decisions, adapt to changes, and achieve their goals will be raised as a result.

## **Method**

This study, which focuses on decision-making skills, has a review design. Review articles organize studies conducted on a specific topic or field within the framework of the author's research approach. The aim of review studies is to summarize the approaches and ideas of other researchers regarding the research topic at hand and create a synthesis (Herdman, 2006). In this study, the aim was to conduct a review study by examining recent studies highlighted in the literature regarding decision-making skills. National and international literature was searched, and the concept of decision-making and the factors that can help individuals make better decisions were compiled.

### **Ethical Permits of Research**

In this study, all the rules within the scope of the "Higher Education Institutions Scientific Research and Publication Ethics Directive" were followed. None of the actions specified under the heading "Actions Contrary to Scientific Research and Publication Ethics", which is the second part of the directive, have been taken.

### **Ethics Committee Permission Information:**

This study is within the scope of activities that do not require ethical permission.



## **Discussion and Conclusion**

This study, which examines the scope of decision-making and how effective decisions can be made, aims to create a general framework for decision-making. Individuals try to determine what is best for them when faced with uncertain situations or problems throughout their lives. Accordingly, decision-making is defined as the selection of one option among different alternatives in its most general form. The quality of the decisions made is among the determinants of how one's life will be conducted, which makes decision-making one of the most important life skills.

Evaluating decision-making as a process and managing it correctly is crucial for making rational and effective decisions. In this regard, when facing a decision-making situation, it is essential to first determine the nature of the problem and identify appropriate alternatives to solve it. However, it should not be forgotten that this process can be influenced by various factors. Therefore, individuals who aim to be successful in decision-making need to consider those factors that can negatively impact their decisions and adopt an attitude of improving their decision-making skills. In this regard, the related literature emphasizes that making decisions under stress or panic can have a negative impact on effective decision-making (Ateş, 2008; Öztapak, 2013). Sheppard, and Levy (2019) also state that emotions play an important role in the decision-making process and can influence it.

For decision-making problems, the application of decision analysis, which is defined as quantitative and qualitative approaches that provide finding the best solution within a logical framework, is also crucial for decision-makers. According to decision analysis, a good decision should be effective, efficient, rational, feasible, and timely (Lezki et al., 2016). Thus, it is believed that individuals can encounter more desirable situations and that leads to successful lives.

Another point to be considered in the decision-making process is decision-making styles which represent the behavioral patterns of individuals in situations requiring decision-making and are among the reasons for the differentiation of our decisions. In this regard, individuals who aim to make qualified decisions should make rational assessments and take responsibility for their decisions, which will positively influence the decision-making process. While doing so, the use of decision-making methods that ensure the adoption of rational decisions by taking into account all variables and criteria constitutes an important potential (Güngör, & Özcan, 2022). On the other hand, acting hastily or being under time constraints while making decisions can have negative effects, especially on important decisions. Therefore, research suggests that individuals should avoid the strategy of indecisiveness. Indecisiveness damages individuals' self-confidence and puts them in a passive position in society (Alver, 2003; Bacanlı, 2000). Additionally, instead of expecting predetermined rules and stages to yield effective results in the decision-making process for every situation, individuals should be ready for each situation and be able to update their approach if necessary (Tozlu, 2016). Based on the general framework of the concept of decision-making, it is evident that making good decisions, both in simple and routine matters and in important situations, contributes to a fulfilling life. Therefore, individuals should be aware of the stages they go through in order to make effective decisions. Besides, decision-makers need to behave rationally, evaluate the positive and negative aspects of events, obtain the outcomes of their decisions, and manage their time effectively. Thus, they can take the right steps towards the future and obtain a happier and more meaningful life.

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## **BIOGRAPHICAL NOTES**

### **Contribution Rate of Researchers**

Author 1: 50%

Author 2: 50%

### **Conflict Statement**

There is no material or individual organic connection with the people or institutions involved in the research and there is no conflict of interest in the research



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## Karar Verme Becerisi: Nasıl Daha İyi Karar Verilir?

### Giriş

Bireyler, yaşamları boyunca karar vermesi gereken pek çok durumla karşı karşıya kalırlar. Bu kararlar günlük istek ve ihtiyaçların karşılanmasına yönelik olabileceği gibi toplumsal, ekonomik, eğitsel ya da siyasal konulara ilişkin de olabilir. Dolayısıyla yaşam doyumunun sağlanması, toplumsal gelecekte nitelikli değişim ve gelişimin gerçekleşebilmesi için her bireyin daha iyi ve etkili karar vermesi gerekir. İyi kararlar, kişilerin yaşamını olumlu yönde etkilerken yanlış alınan kararlar istenmedik sonuçları da beraberinde getirebilir. Bu durum karar vermenin bireyin en önemli yaşam becerilerinden biri olduğunu göstermektedir.

Son yıllarda yaşanan gelişim ve değişimlerle birlikte bireylerin verdiği kararların önemi giderek artmaktadır. Çünkü daha karmaşık hale gelen toplumsal yaşam, bireyin yaşadığı çevredeki seçenekleri çoğaltmakta ve bireysel yaşamın yönetilebilmesi için iyi karar vermeyi gerekli kılmaktadır. Günlük yaşamda bir konuya ya da olaya ilişkin karar vermek her ne kadar kolay gözükse de kararlarımız üzerinde bireysel veya toplumsal pek çok değişken de etkili olabilir. Böylelikle aynı amaca yönelik olsa dahi alınan kararlar farklılaşabilir. Kimi zaman birçok olasılık değerlendirilerek karar verilirken kimi zaman aceleci davranılabilir. Karar verme konusunda yaşanan bu duruma bağlı olarak her bireyin yaşamı farklı şekillenir (Mazlumoğlu, 2019). Bu durum karar verme eyleminin insanlar için oldukça önemli olduğunun bir diğer göstergesidir.

Karar verme, bireyin kendisi için en etkili sonucu ortaya çıkaracak alternatifi seçmesi, uygulaması ve ihtiyaç duyduğunda yeniden seçim yapabilmesidir (Marco, Hartung, Newman, & Parr, 2003). Dolayısıyla karar vermenin aniden ortaya çıkan bir durum değil ihtiyaç ya da problemin çözümüne yönelik bir sürece sahip olduğu görülmektedir (Ada, & Baysal, 2012). Bu bağlamda bireylerin karar verme sürecinin özelliklerini ve bu süreci etkileyen faktörleri bilmesi gerekmektedir.

Karar verme süreci birçok bireysel ve çevresel faktöre göre değişiklik göstermektedir. Günlük yaşamda benzer durumlara ilişkin alınan kararlardaki farklılık, karar sürecini etkileyen faktörlerle ilgilidir. Özellikle bireyin kişisel özellikleri ile ilgili olan karar verme stilleri karar vermede oldukça önemlidir. Çünkü karar verme stili, bireyin karar verme sürecinde sergilediği yaklaşım, tepki veya eylemleri ifade etmektedir (Phillips, Paziienzae, & Ferrin, 1984). Bu doğrultuda rasyonel, sezgisel, bağımlı, kaçınan ve kendiliğinden olmak üzere beş farklı karar verme stilinden söz edilmektedir (Scott, & Bruce, 1995). Karar verme sürecinde bireyin hangi karar stiliyle hareket ettiği kararlarının niteliğini de etkileyecektir. Bununla birlikte karar verirken nasıl daha iyi karar verileceğinin bilinmesinin karar sürecini yönetmeye ve daha rasyonel sonuçlar elde etmeye yardımcı olacağı söylenebilir.

Karar verme eylemi sonucunda bir yargıya yani karara varıldığından bireylerin öncelikle karşılaştıkları problem durumlarını açık ve net bir şekilde belirlemeleri gerekmektedir. Bu durum amaca yönelik hareket edilmesini ve seçeneklerin gerçekçi bir şekilde değerlendirilmesini sağlayacağından bireylerin daha etkili kararlar verebileceği söylenebilir. Karar verme becerisi bireylerin sahip olması gereken en önemli yaşam becerilerinden biridir. Çünkü iyi kararlar sayesinde bireyler daha istedik bir yaşam sürebilir.

Bu çalışmada, karar verme süreçleri ile karar vermeyi etkileyen faktörler incelenerek bireylerin nasıl daha iyi kararlar alabileceği üzerinde durulmuştur. Bu doğrultuda karar verme kavramı ilgili alanyazın kapsamında incelenmiş ve genel bir çerçevede değerlendirilerek sunulmuştur. Böylelikle bireylerin daha etkili kararlar alabilmesine fayda sağlanması amaçlanmış ve nasıl daha uygun kararlar alınabileceği çalışmanın ana problemini oluşturmuştur.

## **Yöntem**

Karar verme becerisinin ele alındığı bu çalışma derleme türündedir. Derleme makaleler, belirli bir konu veya alana yönelik yapılan çalışmaların yazarın kendi araştırma yaklaşımı çerçevesinde düzenlenmesidir. Derleme çalışmalarındaki amaç ele alınan konu hakkında diğer araştırmacıların yaklaşım ve fikirlerini özetlemek ve bir sentez oluşturabilmektir (Herdman, 2006). Bu çalışmada da karar verme becerisi üzerine alanyazında öne çıkan yakın tarihli araştırmalar incelenerek bir derleme çalışması yapılması amaçlanmıştır. Araştırmada ulusal ve uluslararası alanyazın taranarak karar verme kavramı ve bireylerin nasıl daha iyi karar verebileceği konusunda etkili olan unsurlar derlenmeye çalışılmıştır.

## **Tartışma ve Sonuç**

Karar vermenin kapsamının ve nasıl etkili kararlar alınabileceğinin incelendiği bu çalışmada karar vermeye dair genel bir çerçeve oluşturulmaya çalışılmıştır. Bireyler yaşam boyu karşılaştığı belirsizlik durumları ya da problemler karşısında kendileri için en doğru olanı belirlemeye çalışmaktadır. Buna göre karar verme en genel haliyle farklı seçeneklerden birinin tercih edilmesi olarak tanımlanmaktadır. Alınan kararların niteliği nasıl bir yaşam sürdürüleceğinin belirleyicileri arasındadır. Bu durum karar vermeyi en önemli yaşam becerilerinden biri kılmaktadır.

Akılcı ve etkili kararlar alınabilmesi için karar vermenin bir süreç olarak değerlendirilmesi ve bu sürecin doğru bir biçimde yönetilmesi oldukça önemlidir. Bu anlamda karar vermeyi gerektiren durumlarda öncelikle problemin ne olduğunun belirlenmesi ve buna uygun seçeneklerin ortaya konması gerekmektedir. Ancak bu sürecin pek çok faktörden etkilenebileceği de unutulmamalıdır. Dolayısıyla karar verme konusunda başarılı olmak isteyen bireylerin kararları üzerinde olumsuz etki

yaratabilecek faktörleri göz önünde bulundurması ve karar verme becerilerini geliştirmeye yönelik bir tutum sergilemesi gerekmektedir. Bu bağlamda ilgili alanyazın incelendiğinde özellikle bireyin stres altında ya da panik halde karar vermesinin etkili karar vermeyi olumsuz yönde etkileyeceğinin altı çizildiği görülmektedir (Ateş, 2008; Öztapak, 2013). Sheppard ve Levy (2019) de duyguların karar verme sürecinde önemli rol oynadığını ve duyguların karar verme sürecini etkilediğini ifade etmiştir.

Karar verme problemlerinde, mantık çerçevesi içinde en iyi çözümü bulmayı sağlayan nicel ve nitel yaklaşımlar olarak tanımlanan karar analizlerinin uygulanması da karar vericiler için oldukça önemlidir. Çünkü karar analizlerine göre iyi bir karar, etkili, verimli, rasyonel, uygulanabilir ve zamanında alınmış olmalıdır. (Lezki vd., 2016). Böylelikle bireyin, daha istendik durumlarla karşılaşılabilceği ve başarılı bir hayat sürdürebileceği düşünülmektedir.

Karar verme sürecinde ele alınması gereken bir diğer nokta karar verme stilleridir. Bireyin karar vermesi gereken durumlardaki davranış örüntülerini ifade eden karar stilleri kararlarımızın farklılaşmasının sebeplerindedir. Buna göre nitelikli karar vermek isteyen kişilerin akılcı değerlendirmeler yaparak, kararlarının sorumluluğunu almaları karar sürecini olumlu yönde etkileyecektir. Bu bağlamda, bütün değişken ve ölçütler dikkate alınarak rasyonel kararların alınmasını sağlayan karar verme yöntemlerinin kullanımı önemli bir potansiyel oluşturmaktadır (Güngör, & Özcan, 2022). Öte yandan karar verirken aceleci davranmak ya da zaman baskısı altında kalmak özellikle önemli kararlar üzerinde olumsuz etkiler oluşturabilir. Bu bağlamda yapılan araştırmalar değerlendirildiğinde bireylerin özellikle kararsızlık stratejisini tercih etmemesi gerektiği üzerinde durmaktadır. Çünkü kararsızlık, bireylerin özgüvenlerine zarar vererek kişiyi toplumda pasif bir konuma sürüklemektedir (Alver, 2003; Bacanlı, 2000). Bununla birlikte her durum için önceden belirlenmiş kural ve aşamaların karar verme sürecinde etkili sonuç vermesini beklemek yerine, her duruma hazırlıklı olunmalı, gerektiğinde çözüm yaklaşımı güncellenebilmelidir (Tozlu, 2016). Karar verme kavramının genel çerçevesinden hareketle, gerek basit ve rutin konularda gerekse önemli durumlarda alınan kararların iyi bir hayat sürdürülmesine katkı sağlayacağı açıktır. Dolayısıyla bireyler etkili kararlar verebilmek için hangi aşamalardan geçerek karar verdiklerini bilmelidirler. Bu durumun yanı sıra karar vericilerin rasyonel davranabilmeleri, olayların olumlu ve olumsuz yönlerini değerlendirebilmeleri, kararlarının sonuçlarını alabilmeleri ve zamanı iyi yönetebilmeleri gerekmektedir. Böylelikle geleceğe yönelik doğru adımlar atılarak daha mutlu ve anlamlı bir yaşam sürdürülebilecektir.