

Decision in Action

From Reflection to Experience.

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Founder of the Sphinx-Développement

Experience

From decision sciences to information and communication sciences

An experience of 40 years as researcher and decision maker

Strongly determined by the upheaval of digital technologies ...

Learning from cases

Modelling the decision of academic juries: *Preferences modelling and elicitation may be dangerous*

Improve public subsidy allocation procedures: *The decision aid at the risk of bureaucracy*

Touristic development and local representatives: *The limits of technocracy and scientist legitimacy*

The launch of the software and the company Sphinx: *Before the business plan, the engines of desire*

Decide in business: *from opportunities to action, assessing risk*

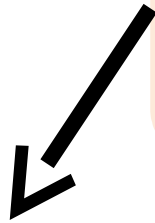
Decide in Government: *from constraints to speeches, sense making.*

To intervene

Context diagnosis : which paradigme

Paradigme	Actor	Systeme
Reason Analysis Intelligence	A free and intelligent actor Decision maker / Scientist	Rationnal organisation Logical structuration Planned objectives
Force Rules Constraints	An « automate » following his habits and applying rules Bureaucrat / Mechanician	Fixed organisation inherited from tradition and ruled by authority
Verb Networks Influences	A Speaker attractive using influence Politician Power broker	Flexible networks and strong recognition system

Select a style : the detective metaphor



Sherlock Holmes
Scientist
Measurement



Greg
Biologist
Attention



To conclude: Some tips from a “multi criteria attitude”

We must grasp the **complexity** rather than trying at all costs to reduce it.

Neither the extent nor the rational calculation does manage to exhaust the **understanding** of some situations of choice as to make the decision obvious.

Decision is a multi-actor and dynamic **process** whose end result is beyond a entire modeling.

The effectiveness of decision aid is based on a clear awareness of its **limitations**.

Reasoning is one of the springs of decision making which is also fueled by power relations and the ability of speech.

The multi-criteria approach is a good way to resist optimization