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Theory and methodology

### The structure of development decision-making

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#### Abstract

A system is proposed for analysing development decision-making in management. Its structure is based on dichotomous answers to simple questions: What should be done? Where should it be done? These lead to the creation of four general kinds of activity: proposition, perception, pull and push, which are phases in a cycle. Development decision-making arises when the decision possessor is subjectively involved as the participant, in which case the pull activity does not occur. Development decision-making is shown to be either introverted or extroverted. Introverted decision-making is shown to correspond to three levels of commitment: somatic, psychic and pneumatic. Extroverted decision-making is shown to correspond to three levels of conviction (becoming convinced): technical, relating to other people (others) and situational. Where decision-making combines both, extroverted decision-making is shown to be nested within introverted decision-making, making nine kinds of behaviour or stages of relating to or dealing with a problem. Supporting empirical evidence is given of systems which

to or dealing with a problem. Supporting empirical evidence is given of systems which partially or wholly fit the nine stages model. These include the Scientific Method, the Systems Development Life-Cycle, Kubler-Ross's and religious stages of personal development, Maslow's hierarchy of needs, the Enneagram and Jungian personality typing systems. These systems are reconstructed and completed in the context of the generic system.



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## Keywords

Decision theory; Philosophy; Management; Systems; Marketing; Nomology

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