

1. Record Nr.	UNINA9910953456403321
Autore	Keeney Ralph L
Titolo	Value-focused thinking : a path to creative decisionmaking // Ralph L. Keeney
Pubbl/distr/stampa	Cambridge, MA, : Harvard University Press, 1992
ISBN	0-674-03940-8
Edizione	[1st ed.]
Descrizione fisica	1 online resource (xvi, 416p. ) : ill
Disciplina	658.403
Soggetti	Decision making Values
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Originally published: 1992.
Nota di bibliografia	Includes bibliographical references (p. 403-409) and indexes.
Nota di contenuto	PART 1: Concepts 1. Thinking about Values 1.1 Value-Focused Thinking 1.2 Creating Alternatives 1.3 Identifying Decision Opportunities 1.4 Thinking about Values 1.5 The Uses of Value-Focused Thinking 2. The Framework of Value-Focused Thinking 2.1 Framing a Decision Situation 2.2 Fundamental Objectives 2.3 The Decision Context 2.4 Guiding Strategic Thinking and Action 2.5 The Framework 2.6 Comparing Alternative-Focused and Value-Focused Thinking 2.7 Ethics and Value Neutrality Part 2: Foundations 3. Identifying and Structuring Objectives 3.1 Identifying Objectives 3.2 Identifying Fundamental Objectives 3.3 Structures of Objectives 3.4 How to Structure Objectives 3.5 Desirable Properties of Fundamental Objectives 3.6 Relating Objectives Hierarchies and Objectives Networks 3.7 Incomplete Objectives Hierarchies and Networks 3.8 Objectives Hierarchies for Groups 4. Measuring the Achievement of Objectives 4.1 The Concept of an Attribute 4.2 The Types of Attributes 4.3 Developing Constructed Attributes 4.4 Use of Proxy Attributes 4.5 Desirable Properties of Attributes 4.6 The Decision of Selecting Attributes 4.7 Connecting Decision Situations with Attributes 5. Quantifying Objectives with a Value Model 5.1 Building a Value Model 5.2 Multiple-Objective Value Models 5.3 Single-Objective Value Models 5.4 Prioritizing Objectives 5.5 The Art of Assessing Value Models 5.6 Issues to Consider in Value Assessments Part 3: Uses 6. Uncovering Hidden Objectives 6.1 Insights from Attributes 6.2 Insights from Violations of

Independence Assumptions 6.3 Insights from Value Tradeoffs 6.4 Insights from Single-Attribute Objective Functions 6.5 Insights from Multiple Value Assessments 7. Creating Alternatives for a Single Decisionmaker 7.1 Counteracting Cognitive Biases 7.2 Use of Objectives 7.3 Use of Strategic Objectives 7.4 Focus on High-Value Alternatives 7.5 Use of Evaluated Alternatives 7.6 Generic Alternatives 7.7 Coordinated Alternatives 7.8 Process Alternatives 7.9 Removing Constraints 7.10 Better Utilization of Resources 7.11 Screening to Identify Good Alternatives 7.12 Alternatives for a Series of Similar Decisions 8. Creating Alternatives for Multiple Decisionmakers 8.1 Pleasing Other Stakeholders 8.2 Stakeholder Influence on Your Consequences 8.3 Clarifying Stakeholder Values for Group Decisions 8.4 Creating Alternatives for Negotiations 9. Identifying Decision Opportunities 9.1 Use of Strategic Objectives 9.2 Use of Resources Available 9.3 A Broader Decision Context 9.4 Monitoring Achievement 9.5 Establishing a Process 9.6 Negotiating for Your Side and for the Other Side 9.7 Being in the Right Place at the Right Time 9.8 When You Have No Idea about What to Do 10. Insights for the Decisionmaking Process 10.1 Guiding Information Collection 10.2 Evaluating Alternatives 10.3 Interconnecting Decisions 10.4 Improving Communication 10.5 Facilitating Involvement in Multiple-Stakeholder Decisions 10.6 Guiding Strategic Thinking Part 4: Applications 11. Selected Applications 11.1 NASA Leadership in Space 11.2 Transporting Nuclear Waste 11.3 Research on Climate Change 11.4 Air Pollution in Los Angeles 11.5 Design of Integrated Circuit Testers 11.6 Collaborating on a Book 12. Value-Focused Thinking at British Columbia Hydra 12.1 Identification and Structuring of the Strategic Objectives 12.2 First Revision of the Strategic Objectives and the Preliminary Attributes 12.3 Current Version of the Strategic Objectives and Attributes 12.4 The Quantitative Value Assessment 12.5 Insights from the Value Assessment 12.6 Decision Opportunities 13. Value-Focused Thinking for My Decisions 13.1 Strategic Objectives for Life 13.2 Guiding Involvement in Professional Activities 13.3 Decisions about Health and Safety 13.4 Professional Decisions 13.5 Personal Decisions 13.6 Value-Focused Thinking and You References Index of Applications and Examples General Index

---

## Sommario/riassunto

This text argues that in decision-making a focus should be placed on the bottom-line objectives that give it its meaning. It states that through recognizing and articulating fundamental values, better decision opportunities can be identified, thereby creating better alternatives.

---