



## Bridge Chat Overview and Importance

Progress is the by-product of good decisions. As an Airman or Guardian in the U.S. Air Force, we must be able to identify and weigh the variables involved in the decision-making process. We must also be aware that the decisions we make impact individuals, communities, and circumstances beyond ourselves. To make sure we make the best possible decisions under pressure, we must embrace critical thinking skills, an open mind that considers others and the potential consequences of our decision, and excellent communication skills.

### 3 Steps to Better Decision Making

- 1. Challenge the constraints:** What barriers are holding you back from thinking big and thinking differently?
- 2. Embrace a pre-mortem:** Mitigate for potential mistakes and better formulate courses of action.
- 3. Check the Basics:** Ensure small details do not prevent you from achieving amazing things.

## Chat Reminders

- ▶ **Based on feedback from the field:** August 2019 resilience tactical pause feedback told us that our teammates overwhelmingly want continued, sustained and consistent opportunities to talk with their leaders.
- ▶ **Leaders have flexibility.** HQ ACC provides the topic, but the timing, delivery, and discussion questions are at the commander's discretion.
- ▶ **Cohesive teams built on trust and synergy are more effective**

**Above all else...**

**Demonstrate respect for human dignity**

## Decision-Making

Bridge Chat Purpose: Create cohesive, high-performing teams that foster trust and connection through flexible and consistent small group discussions; in direct response to overwhelming feedback from the CSAF 21's Resilience Tactical Pause.

### Getting the Conversation Started

**VIDEO:** Professional poker player, Liv Boeree, shares three decision-making lessons learned from the game and how we can apply them to real life.

[https://www.ted.com/talks/liv\\_boeree\\_3\\_lessons\\_on\\_decision\\_making\\_from\\_a\\_poker\\_champion](https://www.ted.com/talks/liv_boeree_3_lessons_on_decision_making_from_a_poker_champion) (5:58)

**"Be willing to make decisions. That's the most important quality in a good leader."**

– General George S. Patton

### Related Resources

General (ret) Stephen R. Lorenz discusses how to make objective decisions in this article:

<https://www.af.mil/News/Commentaries/Display/Article/141747/the-art-of-objective-decision-making/>

Matthew Confer, Vice President of Strategy at Abilitie, a Leadership Development company - Before You Decide: 3 Steps to Better Decision-Making:

[https://www.ted.com/talks/matthew\\_confer\\_before\\_you\\_decide\\_3\\_steps\\_to\\_better\\_decision\\_making](https://www.ted.com/talks/matthew_confer_before_you_decide_3_steps_to_better_decision_making) (12:53)

**"Leaders at all levels must train to make quality decisions at the speed necessary for competition and combat timelines while creating an environment in which all Airmen understand their contribution to the challenges we must collectively solve."**

– General C.Q. Brown, CSAF,  
*Accelerate Change or Lose*

### Suggested Discussion Questions ▶

1. What is your decision-making process?
2. What skills may you use in the decision-making process?
3. What barriers exist that make objective decision making difficult?
4. How can bias affect decision making?
5. What can happen when decisions are not made or delayed?
6. How can we help each other make informed, effective decisions?

