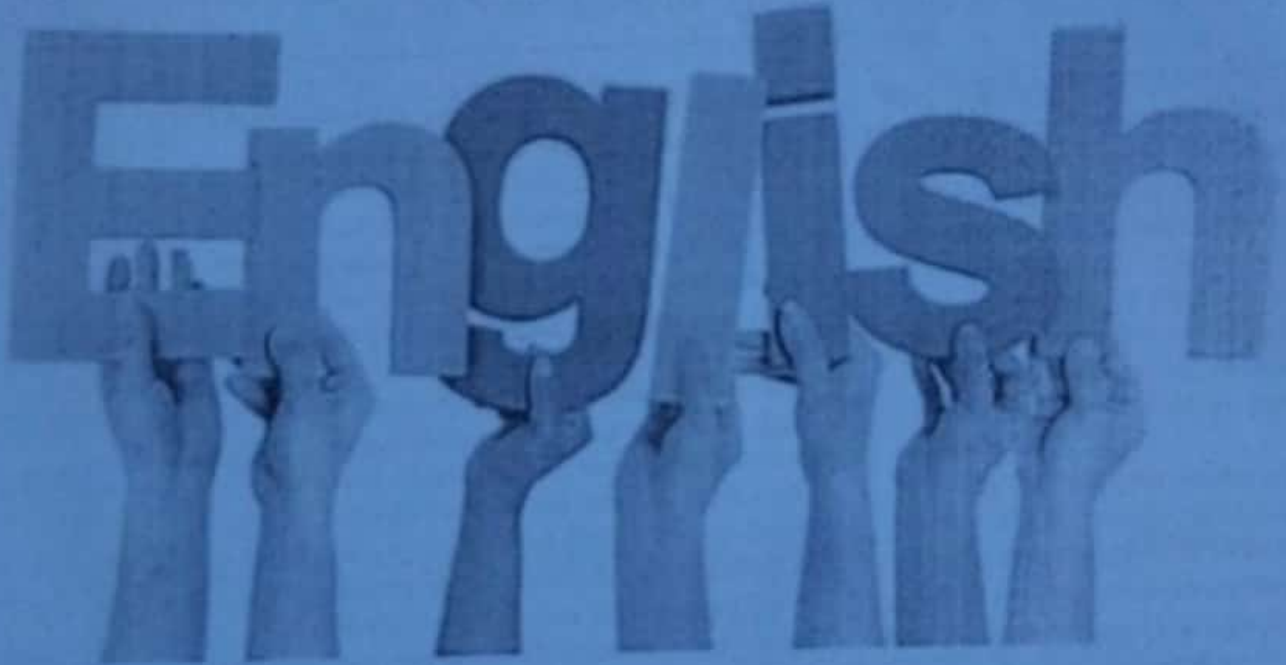


(انكليزي ٣)



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Decisions, Decisions, Decisions

'Digest' problems
to make good decisions

Table 1. The DIGEST process

D	efine the problem
I	magine a successful solution
G	enerate alternative possibilities
E	valuate the possibilities
S	elect the best one
T	ell people your decision

HOW DO YOU MAKE DECISIONS? A lot of the time people make decisions without really thinking about it. They use their instinct, and they just hope that they have done the right thing. However, this kind of decision-making is no good in business, and it's probably not the best way to decide big things in our everyday lives either. Good managers recognise that decision-making is not a moment in time but a process. If you follow the process carefully, the decision will usually be a good one.

We can summarise the process of good decision-making in the acronym DIGEST. What does DIGEST mean? In general English it has a number of meanings, including 'to break down food in the stomach,' but in this case, the word just helps us remember the six parts of the process.

Firstly, **define** the problem. Say what you are really trying to do. Secondly, **imagine** a successful solution. This is usually easy. (If it isn't, go back to the first stage again and define the problem again.) Thirdly, **generate** alternative possibilities. There is very rarely only one possible solution to a problem. Think of several solutions and you are more likely to find a good one in the end. Fourthly, **evaluate** the possibilities – look at each one carefully and consider the good and the bad points about it. Fifthly, **select** the best one. (Again, an obvious one.) Finally, **tell** people your decision. You should certainly do this if the decision affects other people. (Even if it doesn't, you should tell other people. Why? Because it might be difficult not to change

your decision later, even if it is the right thing to do. The more people you tell about your decision, the harder it is to change your mind later.

Let's look at an example of the process in action. First, the problem. Let's say that you keep arriving late for morning lectures. You imagine a successful solution to the problem. That is easy in this case. You need to arrive 10 minutes before the first lecture. However, perhaps you live a long way from the college and the first lecture begins at 8.00. You need to generate some alternative possibilities. You could take a bus, but you don't like public transport. Stop! You must not start evaluating the possibilities until you have finished generating them. Why? Because there are two sides to the human brain – a creative side and a logical side. It is impossible to get both sides working well at the same time. In this case, you need the creative side first, to generate the alternatives, then the logical side, to evaluate each one. So, make a list of possibilities – taxi, father's car, hire a driver, take the bus, stay overnight with a friend, etc., and then go through them one by one, thinking of any difficulties. You could give each possibility a number of crosses, one for each difficulty. Finally, when you have evaluated all the possibilities, you need to select one. And that's it. Well, not quite. Tell people about it, remember.

You will not make perfect decisions every time, even with this decision-making process. However, there is an old saying in business. 'There is only one thing worse than a bad decision, and that is no decision at all.'

Being a pharmacist can make for a rewarding medical career. The pay-to-hours ratio provides an attractive quality of life. And the duties allow for meaningful interactions with patients. So much so that - time-and-again pharmacists cited as one of the professionals Americans trust the most.

- 1- Good memory: remember drug side effects, and interactions between pills is a sometimes-life-and-death prerequisite for the job.
- 2- Ability to accurately interpret prescriptions.
We all know how ^{qualified} elegant doctor's handwriting can be, so one can see why a patient would be happy to deal with one of the only professions whose training literally includes education on interpreting the phrasing, intent, ---
no wonder pharmacists routinely rank among the most trusted professionals in the world.

- Detail-oriented

Pharmacists must stay on top of every minute detail of a patient or risk overlooking how an existing condition or medication might have disastrous side-effects with new drug they are about to be taking.

- Is a business person

A good retail pharmacist has an appreciation for the business aspects of the profession.

- Serve as a front-line educator

A neighborhood pharmacist may be the only medical professional many people can afford to see.

- Knowledgeable

Pharmacists committed to continuing education to keep abreast of the latest drugs, their benefits, side-effect and interactions, are more likely to be effective in other areas of their jobs as well.



- Kind

You might have suspected for two reasons.

- 1- People often see a pharmacist after receiving bad news.
2. People show up at a pharmacy to receive medication for a medical condition.

- Patience

Effective Pharmacists understand this and help both parties by remaining calm and staying patient.

- Empathy

A similar trait that goes hand-in-hand with patience and kindness. Honest sense of empathy is necessary.

Humanity

is all about characteristics