

The four steps in their process are as follows:

- **Widen your options** – instead of considering one or two options, brainstorm several options that are potentially viable. Some tools that may be used to assist the decision maker include: looking at the opportunity cost, using the vanishing options test, multitasking, looking for someone who's solved your problem, and laddering up via analogies.
- **Reality-test your assumptions** – to formulate better decisions, we need to look beyond self-serving information and make an attempt to test the assumptions that underlie our reasoning. Approaches that can help us accomplish this include: constructive disagreement, playing devil's advocate, asking disconfirming questions, running small experiments to test our theories, and considering the opposite of what we normally would do under the circumstances.
- **Attain distance before deciding** – to overcome short-term emotion, we should take a step back to attain distance and see the big picture instead of making a quick decision. A few ideas that can support this goal include: the 10 / 10 / 10 analysis, looking at our situation from an observer's perspective, asking ourselves, "What would I tell my best friend to do in this situation?", and honoring our core priorities or values.
- **Prepare to be wrong** – to overcome an excessive faith in ourselves and our judgment, we need to find a middle ground that is somewhere between too much and not enough confidence. Ways to address this issue include: What is the best case and worst case outcome that could happen in our situation, anticipating and preparing for both adversity and success, conducting a realistic job preview, and setting a tripwire that can snap us awake and make us realize that we are at a critical decision point in our process.

Decision Model Guidance Notes:

Finally, in order to achieve success using the "WRAP" Decision Model, how should we execute each step in the decision-making process?

- The model steps should be applied in a sequential order so users can view it as a process and apply it in a practical way to make better decisions that produce desired outcomes.
 - In other words, **W-> R-> A-> P**
- The model depicts an iterative process. This means that model steps may be revisited (in order) after a survey is performed to obtain feedback or when new information has been discovered – to improve the effectiveness of the ultimate decision.
- During each step in the model process the user should evaluate and incorporate feedback to increase the probability of achieving his / her decision goals.

While many ideas and paradigms exist for improving our decision-making, the above model is a logical, systematic approach that is designed to overcome the four villains and help us achieve optimal decision outcomes in both business and non-business situations.