



## Why Decisions Fail: Avoiding the Blunders and Traps That Lead to Debacles

By Paul C Nutt

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Why Decisions Fail critiques 15 infamously bad decisions that became public debacles. The author examines how these mistakes could have been avoided and explains how any organization's decision-making process can be improved to prevent such failures.

Author Paul Nutt began by looking at 400 decisions made by top managers involving such topics as products and services, pricing and markets, personnel policy, technology acquisition, and strategic reorganization. Analyzing how each decision was made, he determined that two out of three decisions were based on failure-prone or questionable tactics. He identifies these key errors and suggests alternatives that have proven successful.

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### **Editorial Review**

#### **From Library Journal**

Nutt (management, Ohio State Univ.) has spent 20 years collecting and studying more than 400 decisions made by upper-level management in corporate, government, and nonprofit organizations. Here, he selects 15 decisions that led to debacles and gives the background for each decision, what went wrong, and how the problem could have been approached differently. Through these case studies and other examples, he reveals a number of traps he has discerned in the decision-making process, including limiting the search for alternatives to a manager's preconceived ideas, failing to learn from mistakes by not accepting their existence, and misreading potential opposition. The debacles cited by Nutt, all well known, include locating EuroDisney outside Paris, mislabeling BeechNut apple juice, and Ford's showing an unwillingness to fix faulty Pinto gas tanks. Nutt's thorough dissection of the debacles and explanation of the decision-making process makes this book essential for libraries supporting management programs, while his clear writing style makes it accessible to patrons at larger public libraries. Lawrence R. Maxted, Gannon Univ. Lib., Erie, PA

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#### **About the Author**

Paul C. Nutt is a professor of Management Sciences and Public Policy and Management in the Fisher College of Business at Ohio State University. He is the author of six previous books on transformation, leadership, strategic management, planning, decision-making, evaluation, reengineering, and related topics.

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