

# Decision Making



A Pinku and Dadaji  
Series

## Decide on solution with minimal loss

Dadaji: Hi Pinku good morning...

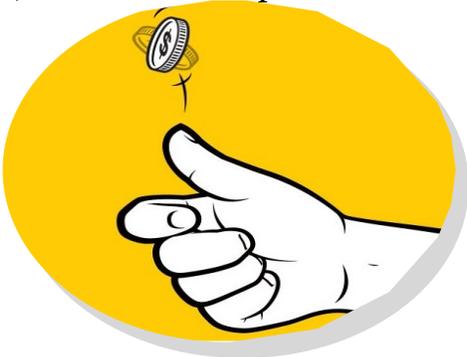
Pinku: Hello Dadaji good morning... Dadaji today dad called me for party of his office colleague at the same time I have birthday party invitation from Pintu. Both the parties are in the evening. I don't know which one to attend. I am unable to take appropriate decision.

Dadaji: Ah! Decisions are the hardest things to make. Especially when it is a choice between where you should be and where you want to be. There is no decision that we can make that doesn't come with some sort of balance or sacrifice.

Pinku: Hmm... Dadaji can you explain more about decision making and how should be my approach towards it.

Dadaji: Oh sure Pinku... I will start with a very popular story which will awaken your thought process. The story goes like this...

A group of children were playing near two railway tracks, one still in use while the other disused. Only one child played on the disused track, the rest on the operational track.



Make right decisions to  
secure your future

The train is coming, and you are just beside the track interchange. You can make the train change its course to the disused track and save most of the kids. However, that would also mean the lone child playing by the disused track would be sacrificed. Or would you rather let the train go its way?

Take a pause here Pinku to think what kind of decision you could make...

Pinku: Ah! It's so easy to choose to divert the course of the train, and sacrifice only one child. Saving most of the children at the expense of only one child is a rational decision to make Dadaji.

Dadaji: But... have you ever thought that the child choosing to play on the disused track had in fact made the right decision to play at a safe place?

## Decision making is not permanent

Nevertheless, he had to be sacrificed because of his ignorant friends who chose to play where the danger was. Do you still think the decision you make was the right one.

The child who chose not to play with the rest on the operational track was sidelined. And in the case he was sacrificed, no one would shed a tear for him. This is not how the decisions are made Pinku based on Majority and Minority.

I would not try to change the course of the train because I believe that the kids playing on the operational track should have known very well that track was still in use, and that they should have run away if they heard the train's sirens. If the train was diverted, that lone child would definitely die because he never thought the train could come over to that track. Moreover, that track was not in use probably because it was not safe. If the train was diverted to the track, we could put the lives of all passengers on board at stake. And in your attempt to save a few kids by sacrificing one child, you might end up sacrificing hundreds of people to save these few igno-



Good decisions come from  
experience

rant kids.

The first lesson of decision making...

**“Hasty decisions are not the right ones.”**

Pinku: I did not think so far Dadaji... You have rightly said I appreciate it.

Dadaji: Always remember Pinku that what's right isn't always popular and what's popular isn't always right.

Pinku: Please tell me more stories Dadaji I am excited...

Dadaji: Let me tell you another short popular story which will teach you how to be mindful of your own job and not to fall under in my view “a curse” called “influence”.

A washer man was taking his old donkey to the market with his son riding the donkey.

## Stay on your decision if you believe in it

Some people who saw this, said, “What a son that makes his old father walk”.

The son felt embarrassed, got down and decided to let his father ride the donkey. Some people who saw this, said, “What a set of foolish father and son. They have a donkey and yet one of them is walking”.

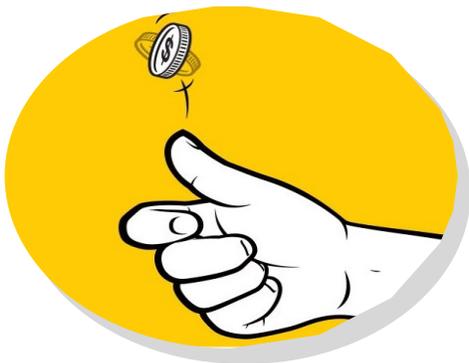
Now based on this input, the father and the son made their second decision and both of them started riding the donkey together. Some people who saw this, said, “What a merciless pitiable act. Two people riding on a poor old donkey?”

Based on the new remarks the father and son did analysis of the situation and took yet another decision. They both got down and carried the donkey all the way.

They were too tired by the time they reached the market, tripped over a stone and fell down injuring themselves and killing the donkey they brought this far to sell.

The second lesson of decision making:

**“What people think is their problem.**



Commitment is the core of  
decision

**Make decisions based on what you think is correct for you.”**

Pinku: How true Dadaji... if we listen to others and start giving up we are at loss.

Dadaji: Yes Pinku. Now I will tell you a story which will bring in an insight how to solve the toughest situations and here it goes...

Five years ago, the Taiwanese government alerted Huang Yung-fu and his neighbors that their village would be demolished and ordered them to re-locate. Most of Huang's neighbors obeyed the order. Huang had to decide whether to stay or leave. Huang's profile:

⇒ Age: 93 Years

⇒ Has been living in the same village for: 37 years

⇒ Skills he had: Painting.

## Decide to succeed not to impress

Decisions cannot be permanent

Pinku: I think it makes sense for him to leave the village as his neighbors did. I am saying this because of his age and the strict Govt. order.

Dadaji: Most of the people would give the same suggestion Pinku. But Huang did the opposite. The story goes on like this:

To keep himself busy in the nearly empty village located in the Nantun district of Taichung City, Huang began painting. It wasn't so much a calculated protest as it was an act of love: Huang's father had taught him to paint as a child, and now, in the abandoned village, he finally had time to practice. Huang started by painting a bird inside his house. Then he began painting the walls outside. The colorful wall paintings quickly grew until it covered the entire village. There were cats, dogs, plants, and even some of Huang's favorite celebrities, like kung fu legend Bruce Lee.

Eventually, a group of university students stumbled upon Huang's artwork. They were so impressed they launched a petition to save the village. The government complied, and Huang's

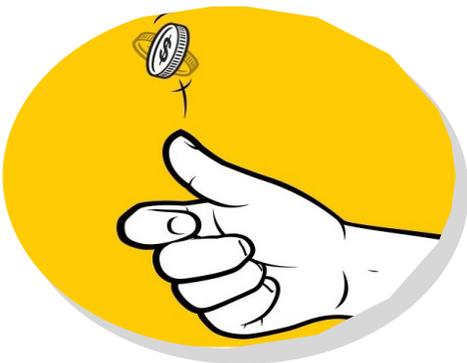
village is now a major tourist attraction and will likely soon be named an official cultural landmark. Huang has become a local celebrity. He gives tours of his village and will happily chat with anyone who stops by. He continues to paint every day, adding new brightly colored creatures to his sprawling wall paintings, and is known throughout the region as the "Rainbow Grandpa."

The third lesson of decision making:

**“Never run away from situation, believe your decision”**

Pinku: Impressive. Never thought you would save a village with paintings... that was a great story Dadaji.

Dadaji: Now let me tell you a story which shows decision making is so difficult. It is the story of a man who saved the world.



## First Strike is never a final strike

The incident occurred at a time of severely strained relations between the United States and the Soviet Union. Only three weeks earlier, the Soviet military had shot down a South Korean passenger jet, Korean Air Lines Flight 007 that had strayed into Soviet airspace, killing all 269 people on board. Many Americans were killed, including U.S. Congressman Larry McDonald.

Bruce Blair, an expert on Cold War nuclear strategies and former president of the World Security Institute in Washington, D.C., says the American Soviet relationship at that time "had deteriorated to the point where the Soviet Union as a system not just the Kremlin, not just Soviet leader Yuri Andropov, not just the KGB but as a system, was geared to expect an attack and to retaliate very quickly to it. It was on hair-trigger alert. It was very nervous and prone to mistakes and accidents.

On 26 September 1983, Stanislav Petrov, a lieutenant colonel in the Soviet Air Defense Forces, was the officer on duty at the Serpukhov-15 bunker near Moscow which housed the

Proper decisions are taken  
by responsible persons

command center of the Soviet early warning satellites, code-named Oko. Petrov's responsibilities included observing the satellite early warning network and notifying his superiors of any impending nuclear missile attack against the Soviet Union. If notification was received from the early warning systems that inbound missiles had been detected, the Soviet Union's strategy was an immediate nuclear counter-attack against the United States (launch on warning), specified in the doctrine of mutual assured destruction.

Shortly after midnight, the bunker's computers reported that one intercontinental ballistic missile was heading toward the Soviet Union from the United States. Petrov considered the detection a computer error, since a first-strike nuclear attack by the United States was likely to involve hundreds of simultaneous missile



## Make sensible decisions

launches in order to disable any Soviet means of a counterattack. Petrov dismissed the warning as a false alarm. Later, the computers identified four additional missiles in the air, all directed towards the Soviet Union. Petrov again suspected that the computer system was malfunctioning and did not report.

This decision is seen as having prevented a retaliatory nuclear attack based on erroneous data on the United States and its NATO allies, which would have likely resulted in nuclear war and the deaths of hundreds of millions of people.

It was subsequently determined that the false alarms were caused by a rare alignment of sunlight on high-altitude clouds and the satellites' Molniya orbits, an error later corrected by cross-referencing a geostationary satellite.

In explaining the factors leading to his decision, Petrov cited his belief and training that any U.S. first strike would be massive, so five missiles seemed an illogical start. In addition, the launch detection system was new and in his view not

Decision of what you want  
and what is right is tough

yet wholly trustworthy, while ground radar had failed to pick up corroborative evidence even after several minutes of the false alarm.

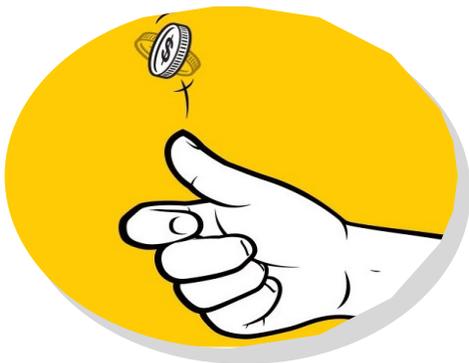
The fourth lesson of decision making:

**“The hardest choices we make end up being the best choices we could have ever made.”**

Pinku: Oh my God! Dadaji... if he had reported his officials the entire world would have ended.

Dadaji: Yes Pinku... you should make decisions which make sense to you. Now let me tell you another story a bit sad story and here it goes...

A soldier returning from the Vietnam War, rang up his parents from San Francisco. "Mom and Dad, I'm coming home, but I want to ask you a favor. I have a close friend I would like to bring home with me."



## Listen, understand and then decide

"we want to meet your friend too."

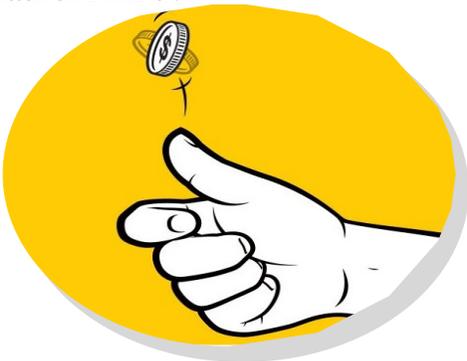
The soldier further said, there's something you should know, he was hurt pretty badly in the fighting. He stepped on a land mine and lost his right arm and right leg. He has nowhere else to go and I want him to come live with us."

The soldier's father showed concern and said on phone, "I'm sorry to hear that, son. Maybe we can help him find somewhere to live."

The soldier replied, "No Dad, I want him to live with us."

"Son," said the father, "you don't know what you're asking for. Someone with such a handicap would be a big lifelong burden on us. We have our own lives to live, and we can't let something like this interfere with our normal lives. I think you should just come home and forget about this guy. He'll find a way to live on his own. Just come home soon son, your mother is so eager to see you after so many years." At that point, the son hung up the phone.

What do you think about the decision making of the father Pinku?



Decisions are taken based on conviction

Pinku: Yes his father took correct decision.

Dadaji: Going on with the story...

The parents heard nothing more from him. A few days later, however, they received a call from the San Francisco police. Their son the soldier had died after falling from a building, they were told. The police said it was suicide. The grief-stricken parents flew to San Francisco and were taken to the city morgue to identify the body of their son. They recognized him, but to their horror they also discovered something they didn't know, their son had only one arm and one leg.

Pinku: That was really sad Dadaji.

Dadaji: Yes Pinku sometimes we make a decision without thinking about impact.

The fifth lesson of decision making:

## Luring business is not lucrative

### “Give yourself time before acting”

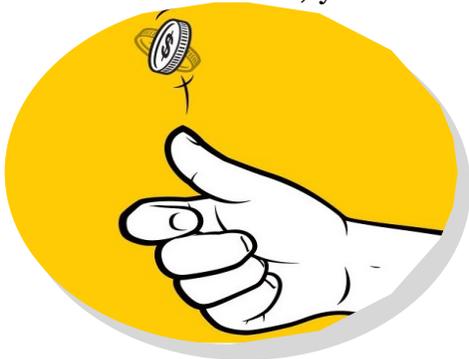
Pinku: Please Dadaji no more such sad stories...

Dadaji: Pinku there are sometimes hard learning in life. Any way here goes another story...

Once a businessman was staying overnight in a village that had severe monkey menace. The businessman offered Rs.10 per monkey to the villagers if they could catch monkeys for him. The entire villagers stopped working in their fields and became monkey catchers. They made good money for a few days. The monkey population reduced and the villagers lost interest. The businessman hiked the rate to Rs.20 per monkey. The villagers once again started doing the lucrative job with new vigor. But there were not many monkeys left to catch.

The businessman further raised the rate to Rs.50 a monkey, but told his assistant to do the business as he had to go away on a business trip.

The next day the assistant said to the villagers “Lets us have a deal. I will sell you as many monkeys you want at Rs. 35 a monkey. When the businessman returns, you can sell it to him



A person with strong values  
takes decisions fast

for Rs. 50, a clean Rs.15 profit without doing any work.

What would you have done Pinku?

Pinku: What a lucrative offer given by the businessman. I would have purchased the monkeys from his assistant for profit.

Dadaji: This is what we call “Luring” in terms of business. See what happened.

The villagers sold their belongings and fertile land to buy back more monkeys than they had sold till now, in the hope of a quick profit. A couple of days later the assistant also vanished from the village. The villagers now have neither money nor land to cultivate and have more monkeys than they originally had to deal with.

The fifth lesson of decision making:

## A Child can go wrong but also can we

**“All that glitters is not gold. Beware of what is happening around you and then decide”**

Pinku: Dadaji I would never fall prey for luring... I will be careful.

Dadaji: Good Pinku. Now let me tell you something about small children and their clean heart. Here you go...

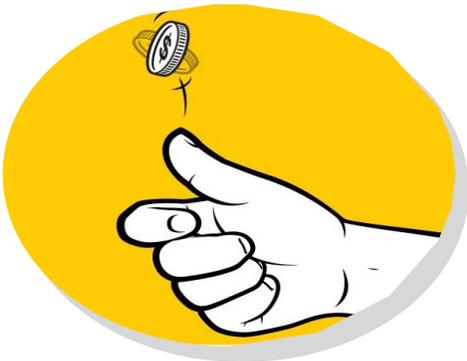
A teacher was making the kids learn how to count in a primary school. She asked a boy, “Baby, I give you one apple, one apple and one apple.” How many apples do you have now?”

The boy counted on his fingers and said “Four apples”.

The teacher tried again and got the same answer once again. She thought a way out and asked the boy “What is your favorite fruit?”

The boy said, “Orange”. The teacher was pleased and asked the boy, “I give you one orange, one orange and one orange, how many oranges do you have now?”

The boy counted on his fingers and answered,



On cannot take decisions based on fantasies

“Three oranges”.

The teacher was happy to hear that. To test her own victory she asked “I give you one apple, one apple and one apple. How many apples do you have now?”

The kid counted on his fingers again and said, “Four apples”.

What would have been your reaction Pinku?

Pinku: I would have been very angry Dadaji...

Dadaji: Yes the teacher was also angry and the story goes on...

The teacher got angry and pushed the child away. The boy tripped over the bench and fell down with his school bag following him. That is when the teacher saw an apple rolling away from his half opened school bag.

## Ask questions before every decision

Pinku: Oh Dadaji... yes you are right children are clean at their heart.

Dadaji: Yes Pinku... sometimes we forget asking questions and make firm decisions. That is wrong.

The sixth lesson of decision making:

**“Ask as many questions before concluding your decision”**

That reminds me a question that I wanted to ask. If you become prime minister of India what you think? Would it be easy to take decisions?

Pinku: Yes of course. Who has the dare to say no to my decisions?

Dadaji: That’s not so easy my dear...

A Prime Minister must exercise wise decision-making skills. Decision making is simply the thought process of selecting a logical choice from the available options. For the Prime Minister, the available options must seem endless! Prime Ministers don't typically make important decisions alone. Prime Ministers use their cabinet, political advisors, agency bureau-



Good judgment is the art of decision making

crats, the court system, their political parties, interest groups and others to help guide decisions.

Ideally, the general public and the Prime Minister's political party will collectively support all Prime Ministerial decisions. However, that's not usually the way it happens. Most often, Prime Ministerial decisions are opposed by at least one of these entities. To make successful decisions, Prime Ministers must seek to balance the needs of their national supporters, their party supporters and the general public.

The seventh lesson of decision making:

**“Decision making is process of balancing acts”**

Pinku: Ah! So even Prime Minister has so many obstacles to make decision.

## Decisions without maturity is dangerous

Let me see if you are able to correctly give the answer.

One day a small gap appeared in the cocoon, through which the butterfly had to appear. A boy, who accidentally passed by, stopped and watched how the butterfly was trying to get out of the cocoon, It took a lot of time, the butterfly was trying very hard, and the gap was as little as before. It seemed that the power would leave the butterfly soon. The boy decided to help the butterfly.

What would you do Pinku?

Pinku: Would help the butterfly obvious answer Dadaji.

Dadaji: Oh! Now see what happens:

He took a penknife and cut the cocoon. The butterfly immediately got out, but its body was weak and feeble, and the wings were barely moving. The boy continued to watch the butterfly, thinking that now its wings would spread and it would fly. However, that did not happen. The rest of its life the butterfly had to drag its weak body and wings that weren't



### Bad or good first start taking decisions considering facts

spread. It was unable to fly.

The boy did not realize that an effort to enter through the narrow gap of the cocoon was necessary for the butterfly, so that the life-giving fluid would move from the body to the butterfly's wings and that the butterfly could fly. Life forced the butterfly to leave its shell hardly, so that it would become stronger and would be able to grow and develop.

The eight lesson of decision making:

**“Not always the decision that you think good is actually a good decision. Decision making is a skill which comes either from experience or from forward outlook/thinking”**

Pinku: Uhh...! I did not think too much on that aspect Dadaji.

## Faith is the backbone of decision making

A rich king is looking for a man to marry his daughter.

He sets a challenge – each man who wants to qualify, must wear the royal metal armor and climb 500 stairs to the top of the mountain where the king's castle is located.

He puts a condition that if someone is unable to climb will be slaughtered to death. The only freedom that he gave to participants is that they could wear the royal armor to decide whether or not to accept the challenge. Several Many men from around the world come to take on the challenge. But as soon as they put on the armor, they realized that it will be an impossible task.

What do you think Pinku the decision made by the king was it correct?

Pinku: I say the king must have been a fool to arrange such a challenge who will accept death knowing that the task was herculean and near to impossible.

Dadaji: But! There was a young man who accepted the challenge.



One decision can change  
your life

He steps on the first step, then take a deep breath and goes to the second step.

He takes another breath, the goes to the third step.

By the forth step, he barely lifts his shaking feet, yet he makes it to the forth.

He feels that he is about to drop, but he decides to push one more time. As he about to step on the fifth step, he suddenly feels a huge pull from the top and his body effortlessly flies up to the castle, where the king has previously installed a massive magnet to pull the brave man that doesn't give up on the first few steps!

The Tenth lesson of decision making:

**“Decision making starts with whether or not to put up first step. After putting first step there is no seeing behind”**

## *If you decide to give, give 100%*

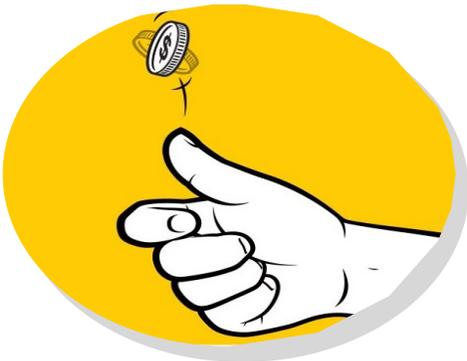
Pinku: Wow Dadaji you said it right. If you do not put your first step how would you reach to second and third and fourth...

Dadaji: Exactly. Now let me tell you a very small story which will make you to do good always as the bad is always bad. Here it goes:

A boy and a girl were playing together. The boy had a collection of marbles. The girl had some sweets with her. The boy told the girl that he will give her all his marbles in exchange for her sweets. The girl agreed. The boy kept the biggest 'n the most beautiful marble aside 'n gave the rest to the girl. The girl gave him all her sweets as she had promised. That night, the girl slept peacefully. But the boy couldn't sleep as he kept wondering if the girl had hidden some sweets from him the way he had hidden his best marble.

The eleventh lesson of decision making:

**If you decide to give, give your 100% else, you'll always keep doubting if the other person has given his/her hundred percent.**



Decision is the hardest when you decide to fight

Pinku: So True Dadaji.

Dadaji: Remember Pinku decisions are sometimes influenced. Let me tell you a short story to explain this.

A man looked at the morning newspaper and to his surprise and horror, read his name in the obituary column.

Pinku: What is Obituary Dadaji?

Dadaji: Pinku Obituary is a notice of a death in a newspaper, typically including a brief biography of the person who died. The story goes like this.

The newspapers had reported the death of the wrong person by mistake. His first response was shock. Am I here or there? When he regained his composure, his second thought was to find out what people had said about him. The obituary read, "Dynamite King Dies."

## Decide on that option which is tough

And also it read “He was the merchant of death.” This man was none other than the inventor of dynamite. When he read the words “merchant of death,” he asked himself a question, “Is this how I am going to be remembered after my death?” He decided that this was not the way he wanted to be remembered. From that day on, he started working towards world peace. His name was Alfred Nobel and he is remembered today by the great Nobel Prize.

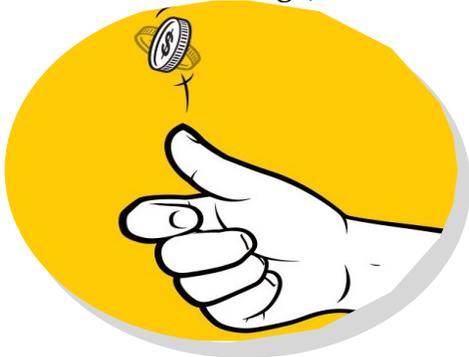
And the Twelfth lesson of decision making”

**“Sometimes decision for “doing good  
“comes from self-realization”**

Pinku: Oh Dadaji... I never knew that Alfred noble invented Dynamite. That was a good story dadaji.

Dadaji: Let’s go ahead and discuss a situation...

Gandhi ji went from city to city, village to village collecting funds for the Charkha Sangh. During one of his tours he addressed a meeting in Orissa. After his speech a poor old woman got up. She was bent with age, her hair was grey and



### Priorities drive the decisions

her clothes were in tatters. The volunteers tried to stop her, but she fought her way to the place where Gandhi ji was sitting.

"I must see him," she insisted and going up to Gandhi ji touched his feet. Then from the folds of her sari she brought out a copper coin and placed it at his feet. Gandhi ji picked up the copper coin and put it away carefully. The Charkha Sangh funds were under the charge of Jamnalal Bajaj. He asked Gandhi ji for the coin but Gandhi ji refused.

"I keep cheque worth thousands of rupees for the Charkha Sangh," Jamnalal Bajaj said laughingly "yet you won't trust me with a copper coin."

Gandhi ji said my decision of keeping this coin and not giving it has a reason...

## *If you own something, it's your decision*

"If a man has several lakhs and he gives away a thousand or two, it doesn't mean much. But this coin was perhaps all that the poor woman possessed. She gave me all she had. That was very generous of her. What a great sacrifice she made. That is why I value this copper coin more than a crore of rupees."

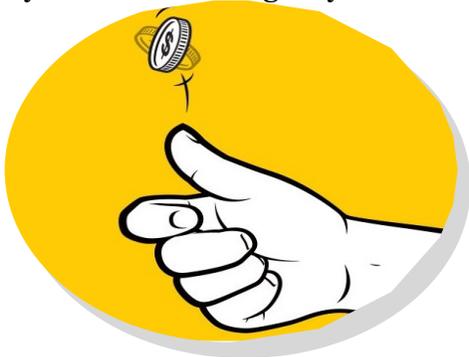
And the thirteenth lesson of decision making

**"The decision of what to keep and what not comes from the intent of the person who gave that to you"**

Pinku: I always admired Gandhi ji Dadaji he was a true father of our nation. He cared for all Indians.

Dadaji: Now let me tell you a story about Rocky "Sylvester Stallone" the great Hollywood actor...

Back in the day, Stallone was a struggling actor in every definition. Things got so bad that he even ended up homeless. Yes, he slept at the New York bus station for 3 days. His lowest point came when he tried to sell his dog at the liquor store to any stranger. He didn't have money to feed the dog anymore. He sold it at



**Never make decisions when you are angry**

\$25 only. He says he walked away crying.

Two weeks later, he saw a boxing match between Mohammed Ali and Chuck Wepner and that match gave him the inspiration to write the script for the famous movie, Rocky. He wrote the script for 20 hours! He tried to sell it and got an offer for \$125,000 for the script. But he had just one request. He wanted to star in the movie. He wanted to be the main actor, Rocky himself. But the studio said "NO". They wanted a Real Star.

They said he "Looked funny and talked funny". He left with his script. A few weeks later, the studio offered him \$250,000 for the script. He refused. They even offered \$350,000. He still refused. They wanted his movie, but not him. He said "NO". He had to be in that movie. After a while, the studio agreed, gave him \$35,000 for the script and let him star in it!

## A decision to say no is not always wrong

The rest is history!

And the fourteenth lesson of decision making

**"A decision to say "NO" when you know its "NO" can change your life"**

Pinku: I saw all the five series of the film rocky... that was a great story Dadaji.

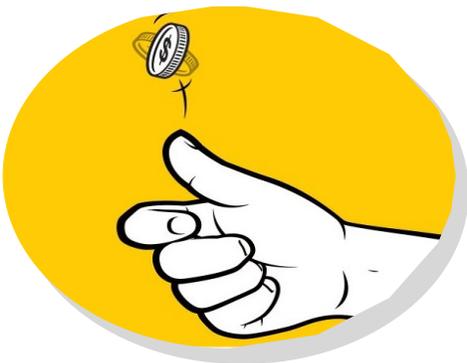
Dadaji: Now will tell you a story of one of the great freedom fighters of our country.

His name was Azad. Chandrashekhar "AZAD".

Pinku do you know the meaning of Azad.

Pinku: Yes Dadaji its free.

Dadaji: When he was fifteen, Chandra Shekhar was caught while indulging in revolutionary activities. When the magistrate asked him his name, he said "Azad" (meaning free). Chandrashekhar was sentenced to fifteen lashes. With each stroke of the whip the young Chandrasekhar shouted "Bharat Mata Ki Jai". From then on Chandrashekhar assumed the title of Azad and came to known as Chandrashekhar Azad.



Collective decisions are  
Always the best ones

In 1921, when Mahatma Gandhi launched Non-Cooperation movement, Chandrasekhar Azad actively participated in activities. Chandrashekhar Azad vowed that he would never be arrested

Chandrashekhar Azad and his compatriots would target British officials known for their oppressive actions against ordinary people and freedom fighters. Chandrashekhar Azad was involved in Kakori Train Robbery (1926), the attempt to blow up the Viceroy's train (1926), and the shooting of Saunders at Lahore (1928) to avenge the killing of Lala Lajpatrai.

Along with Bhagat Singh and other compatriots like Sukhdev and Rajguru, Chandrashekhar Azad formed the Hindustan Socialist Republican Association (HSRA).

## A decision to say no is not always wrong

HRSA was committed to complete Indian independence and socialist principles for India's future progress. Chandrashekhar Azad was a terror for British police. He was on their hit list and the British police badly wanted to capture him dead or alive. On February 27, 1931 Chandrashekhar Azad met two of his comrades at the Alfred Park at Allahabad. He was betrayed by an informer who had informed the British police. The police surrounded the park and ordered Chandrashekhar Azad to surrender. Chandrashekhar Azad fought alone valiantly and killed three policemen. But finding himself surrounded and seeing no route for escape, what do you think Pinku he must have done Pinku?

Pinku: No idea Dadaji.

Dadaji: Chandrashekhar Azad shot himself. Thus he kept his pledge of not being caught alive.

And the fifteenth lesson of decision making

**"There comes a time when you have to decide between surrender and freedom what you choose depends on what you**



Fear is the biggest barrier of decision making

**have vowed"**

Pinku: The great Chandrashekhar Azad. Bharat mata ki jai.

Dadaji: Bharat mata ki Jai... Pinku let me now tell you a story of one of American revolutions.

The Battle of Bunker Hill took place on June 17, 1775, just a few months after the start of the American Revolutionary War. Boston was being besieged by thousands of American militia. The British were trying to keep control of the city and control its valuable sea ports. The British decided to take two hills, Bunker and Breeds, in order to gain a tactical advantage.

There were two hills that the British wanted to take in order to be able to bombard the Americans from a distance. These were Breeds Hill and Bunker Hill. The Battle of Bunker Hill actually took place mostly on Breeds Hill.

## *A decision to freedom is the best decision*

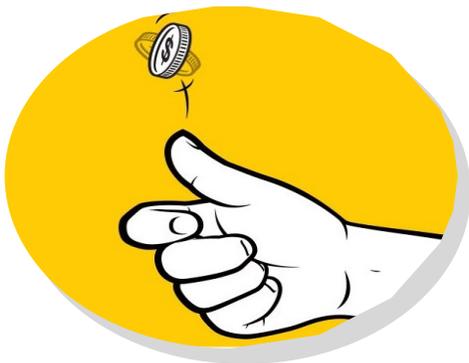
HRSA was committed to complete Indian independence and socialist principles for India's future progress. Chandrashekhar Azad was a terror for British police. He was on their hit list and the British police badly wanted to capture him dead or alive. On February 27, 1931 Chandrashekhar Azad met two of his comrades at the Alfred Park at Allahabad. He was betrayed by an informer who had informed the British police. The police surrounded the park and ordered Chandrashekhar Azad to surrender. Chandrashekhar Azad fought alone valiantly and killed three policemen. But finding himself surrounded and seeing no route for escape, what do you think Pinku he must have done Pinku?

Pinku: No idea Dadaji.

Dadaji: Chandrashekhar Azad shot himself. Thus he kept his pledge of not being caught alive.

And the fifteenth lesson of decision making

**"There comes a time when you have to decide between surrender and freedom what you choose depends on what you**



Once decided go ahead and never see back

**have vowed"**

Pinku: The great Chandrashekhar Azad. Bharat mata ki jai.

Dadaji: Bharat mata ki Jai... Pinku let me now tell you a story of one of American revolutions.

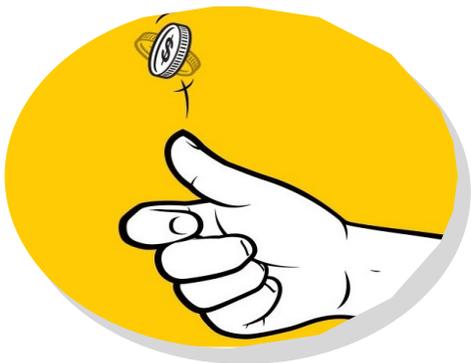
The Battle of Bunker Hill took place on June 17, 1775, just a few months after the start of the American Revolutionary War. Boston was being besieged by thousands of American militia. The British were trying to keep control of the city and control its valuable sea ports. The British decided to take two hills, Bunker and Breeds, in order to gain a tactical advantage.

There were two hills that the British wanted to take in order to be able to bombard the Americans from a distance. These were Breeds Hill and Bunker Hill. The Battle of Bunker Hill actually took place mostly on Breeds Hill.

## A decision to freedom is the best decision

It's only called the Battle of Bunker Hill because the army thought they were on Bunker Hill.

The British were led up the hill by General William Howe. The Americans were led by Colonel William Prescott. Americans secretly moved their troops onto Bunker and Breeds Hill, two unoccupied hills just outside of Boston in Charlestown, Massachusetts. The American troops worked hard during the night building up the defenses. Much of the wall they built, called a redoubt, was nearly 6 feet high. They built up fortifications during the night and prepared for battle. The next day, when the British realized what had happened, the British attacked. Their commander William Howe led three charges up Breeds Hill. The Americans fought back the first two charges, but started to run out of ammunition they were told "Don't fire until you see the whites of their eyes." However, Americans had to retreat at the third charge. The British even though gained the hill, their costs were great. Around 226 British were killed and 800 wounded while the Americans did not suffer nearly as many casualties.



You cannot know the right decision until you take one

And the sixteenth lesson of decision making

**“When you are low in ammunitions decide to hold on the fire till the right time to fire.”**

Even though the American lost this war however, the spread of news of this war spurred more sparking in American revolutionists.

Pinku: How true Dadaji... there are some times in life when you lose but still you win...

Dadaji: Yes Pinku absolutely...another story of you Pinku

When J.J. Irani walked into his regular quarterly meeting with the shop stewards at the steel plant he managed, he knew this meeting would not be regular. He would be discussing very bad news, news that no one in the room had ever heard before.

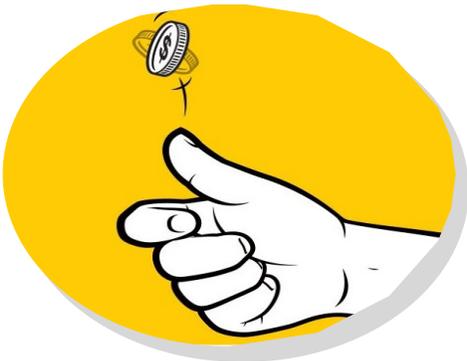
## Decide on something which is new

This was the sprawling, rusting, smoking, antiquated Tata Steel plant in Jamshedpur, India. The news was that some employees were going to lose their jobs. It was unbelievable. No one ever lost his job at Tata Steel. It existed to give people jobs. Once you worked there, your job was guaranteed, and after 25 years you were guaranteed that your son or daughter could also work there. The company responded with an uncommon solution, one that in fact seemed crazy irrational on its face. When an Indian industrialist heard about it, he sent Irani a note: "You either have too much money or not enough brains."

Yet Irani's solution has proved to be one of the wisest decisions in the whole realm of employee relations and corporate culture. And it was startlingly generous. Workers under age 40 would be guaranteed their full salary for the rest of their working lives. Older workers would be guaranteed an amount greater than their salary, from 20% to 50% greater depending on their age. If they died before reaching retirement age, their families would keep receiving the full

I am a by-product of my decisions

payments until the worker would have reached that age. The program wasn't as economically crazy as it first appeared. While workers who took the offer would get their full salaries or more, that amount would stay constant until age 61 instead of increasing, as it would if they remained employed; nor would Tata Steel have to pay payroll tax or make retirement-plan contributions. Tata Steel's labor costs began to decline immediately. By 2004, Tata Steel's workforce had shrunk from 78,000 to 47,000, with about a third of the reduction from natural attrition. Lower labor costs, combined with over \$1 billion of new investment, turned Tata Steel into a far more efficient, globally competitive firm. Tata Steel's CEO made a decision that led to a novel and humane approach to layoffs that today's leaders should heed. It boosted employee morale while saving



## Long-term decisions are always good

And the seventeenth lesson of decision making

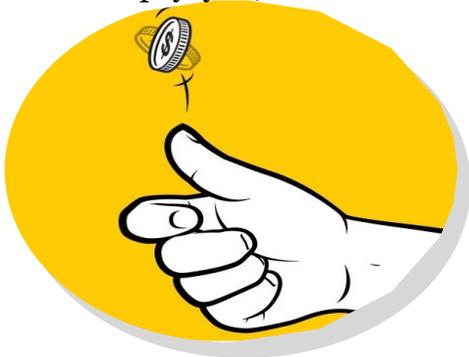
**“Decisions are made long term that need to last long.”**

Pinku: Such a wonderful story Dadaji... how many of today's CEO's have such a human edge... Even Teachers in my school sometimes do not have human edge in their decisions.

Dadaji: Yes Pinku you are right we should work for people and not for money as people create money and money does not create people. Saying so let me tell you another story as it goes:

His name was Fleming, and he was a poor Scottish farmer. One day, while trying to make a living for his family, he heard a cry for help coming from a nearby wetland. He dropped his tools and ran to the Wetland. There he saw a terrified boy, screaming and struggling to free himself. Farmer Fleming saved the boy from what could have been a slow and terrifying death. The next day an elegantly dressed nobleman stepped out and introduced himself as the father of the boy Farmer Fleming had saved.

“I want to repay you, said the nobleman. You



Decision making is different from problems solving

saved my son's life.”

“No, I can't accept payment for what I did,” the Scottish farmer replied, waving off the offer.

At that moment, the farmer's own son came to the door.

“Is that your son?” the nobleman asked.

“Yes,” the farmer replied proudly.

“I'll make you a deal. Let me provide him with the level of education my own son will enjoy. If the boy is anything like his father, he'll no doubt grow to be a man we both will be proud of.”

And that he did.

Farmer Fleming's son attended the very best schools and in time, he graduated from St. Mary's Hospital Medical School in London, and went on to become known throughout the

## Courageous decisions are always the best

world as the noted Sir Alexander Fleming, the discoverer of Penicillin.

Years afterward, the same nobleman's son who was saved from the wetland was stricken with pneumonia. What saved his life this time – Penicillin.

The name of the nobleman Lord Randolph Churchill. His son's name Sir Winston Churchill ex- Prime minister of United Kingdom.

And the eighteenth lesson of decision making

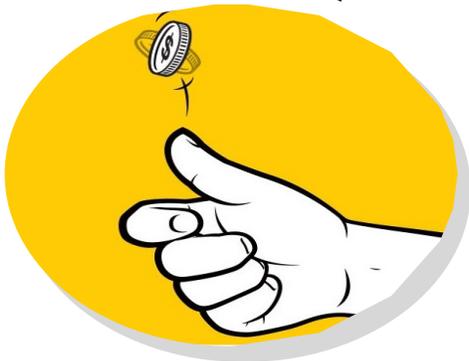
**“The Decision to favor somebody will return as favor to you someday.”**

Pinku always help those who are in troubled waters. They definitely will one day favor you in a more better-way than you did so.

Pinku: So true Dadaji.

Dadaji: Let me tell you another story from our own Mahabharata. Here it goes:

Krishna and Arjuna were having a chat while walking towards a village. Arjuna wanted to know from Krishna why he thought Karna was a role model for all Danas (donations) and not



You cannot make decisions  
with two minds

himself.

Krishna gave a task to Arjuna:

Krishna turned two mountains beside their path into gold and said “Arjuna, distribute these two mountains of gold among the villagers, but the condition is that you must donate every last bit of gold”.

Arjuna went into the village, and announced in public that he was going to donate gold to every villager, and asked them to gather near the mountain. The villagers sang his praises and Arjuna walked towards the mountain with a huffed up chest. Two continuous days and nights Arjuna dug gold from the mountain and donated to each villager. The mountains did not diminish even a bit. Arjuna called the villagers again to come back in line to get more. This went on for a few more days.

## Courageous decisions are always the best

After a while, Arjuna, started feeling exhausted and told Krishna he couldn't go on any longer without rest.

Krishna now called Karna and asked "You must donate every last bit of this mountain, Karna". Karna called two villagers and said, "You see those two mountains...

Those two mountains of gold are yours. Do whatever you want to do." and walked away.

Arjuna sat amazed. Why hadn't this thought occurred to him? Krishna smiled mischievously and told him "Arjuna, subconsciously, you yourself were attracted to the gold and assumed it was yours.

The portions you gave away were limited by your thinking, your mind's imagination!

The gold meant nothing to Karna. For him the true gift was not the gold but the act of giving in itself. He had no calculations to make, nor was he seeking anything in return by way of acknowledgement or praise. He offered everything with a clear heart and a pure mind.



Don't confuse poor decision making with destiny

That is the sign of a man already on the path of enlightenment.

And the eighteenth lesson of decision making

**"The Decision to do Nishkam Karma (desire-less action ie.an action performed without any expectation of results") will always favor you".**

Pinku: Nice story Dadaji. Please tell me more...

Dadaji: Oh Sure Pinku... I will tell you a story of a player who lost the game but was a pure winner from heart. The story goes like this.

Reuben Gonzolas, was in the final match of his first professional racquetball tournament.

He was playing for his first shot at a victory on the pro circuit. At match point in the fifth and final game, Gonzolas made a super "kill shot" into the front corner to win the tournament.

## Your decision is the best decision

The referee called it good, and one of the line-men confirmed the shot was a winner.

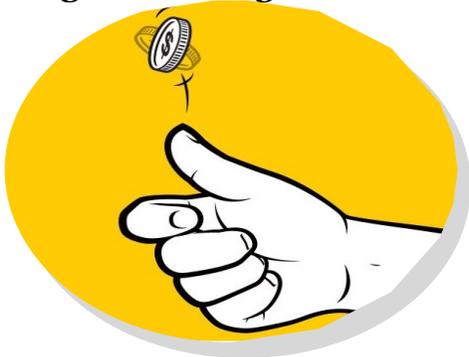
But after a moment's hesitation, Gonzolas turned and declared that his shot had skipped into the wall, hitting the floor first. As a result, the serve went to his opponent, who went on to win the match.

Reuben Gonzolas walked off the court; everyone was stunned. The next issue of a leading racquetball magazine featured Gonzolas on its cover. The lead editorial searched and questioned for an explanation for the first ever occurrence on the professional racquetball circuit. Who could ever imagine it in any sport or endeavor? Here was a player with everything officially in his favor, with victory in his grasp, who disqualifies himself at match point and loses.

When asked why he did it, Gonzolas replied, "It was the only thing I could do to maintain my integrity."

And the Nineteenth lesson of decision making

**"When integrity comes in between winning and losing the decision to stay**



Decisions made in real time  
are never perfect

**with integrity will always win”.**

Pinku: I will also do right things in life and follow intuition Dadaji.

Dadaji: Very good Pinku. Now I will tell you a story which will make you to think...

Subbu, a young boy and his father were walking along a forest path. At some point, they came across a large tree branch on the ground in front of them. Subbu asked his father:

“If I try, do you think I could move that branch?”

His father replied:

“I am sure you can, if you use all your strength.”

Subbu tried his best to lift or push the branch, but he was not strong enough and he couldn't move it.

## Take advices before you decide

He said, with disappointment, “You were wrong, dad. I can’t move it.”

“Try again,” replied his father.

Again, Subbu tried hard to push the branch. He struggled but it did not move.

“Dad, I cannot do it,” said the boy.

Finally his father said, “Son, I advised you to use all your strength. You didn’t.

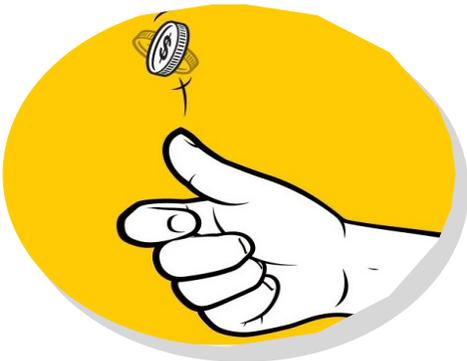
“I did use my entire strength dad” said Subbu

No said Subbu’s father

“Did you ask for my help?”

Pinku: Wow! Dadaji... sometimes we forget to recognize and appreciate the strength and support of those who love and surround us, and those who care about our purpose.

Dadaji: Correct Pinku...Our real strength lies not in independence, but in interdependence. No individual person has all the strengths, all the resources and all the stamina required for the complete blossoming of their vision.



Tough decisions are always appreciated

That requires the inspired collaboration of many like-hearted beings. To ask for help and support when we need it is not a sign of weakness, it is a sign of wisdom. It is a call for the greater strength that lives in our togetherness.

Always remember Pinku:

When we ask for help and we are refused, it just means we have to ask at another time, or ask in another way, or ask another person.

And the Twentieth lesson of decision making

**“When you have decided to take-up a big task look around and seek support”.**

Pinku: Thank you Dadaji that was an eye opener story. Tell me more Dadaji

Dadaji: Sure Pinku. It is a conversation between a Snake and Eagle and here it goes:

The Snake was crawling on the ground.

## Decisions decide your fate

The Eagle flew to her and said:

How unfortunate you are; you are destined to crawl all your life. See me I am destined to fly.

The Snake looked at the Eagle and said:

You are right Eagle, I can't fly. But that does not mean that I lack strength. You fly swift, fast and strong in air. I do the same on ground I am swift, fast and strong on the ground.

What's the difference?

I am strong in my field you are strong in yours. But just think...

What should I think asked the eagle?

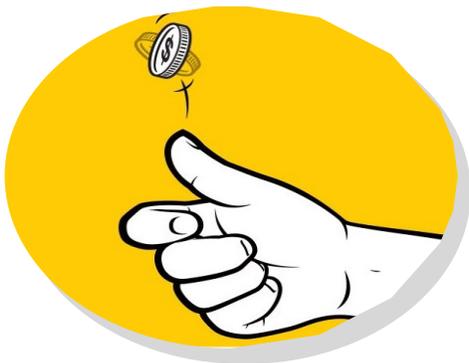
Snake said: What if you don't have the wings!

Eagle did not have an answer...

And the Twenty first lesson of decision making

**“Be confident on your strengths but you cannot decide on others fate, everyone has his/her own strength”.**

Pinku: Seriously Dadaji I would not underestimate any one from now Dadaji.



Teach the good decisions  
and learn from the bad ones

Dadaji: Very Good Pinku... I will tell you another story of birds and animals:

Many Many...years ago, the members of the jungle did not have any King. The animals said, "The lion must be the King of this jungle." While the birds said, "The Hawk must be the King." There were many discussions and debates, but no final decision could be taken.

The bats approached the animal and said, "Since we too are animal, we would like our dear lion to be the King. He is surely the most powerful among us." And the animals thought that the bats were on their side.

The bats then went to the birds. "Since we are birds, our dear Hawk must be made the King of this forest. He is so royal and dignified," they said. And the birds thought that the bats were on their side.

## Decisions with double standards fail

A few days went by. One day the birds came to know that the bats were not honest.

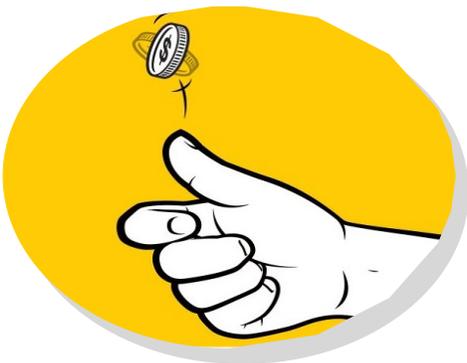
The next day, the birds and the animals made peace with each other. The lion was made the King. The newly crowned King addressed to the bats, "You must choose the group to which you belong." The bats thought. "We must join the animals because the lion is the King."

"We are animals!" the bats announced. "But you have wings. No animal has wings. You must join the birds," said all the animals. "Bats have babies. They do not lay eggs. And birds lay eggs. Since, the bats give birth to young babies without eggs, they cannot be birds," said the birds.

The bats felt helpless. They just stood there, not knowing what to do.

And the Twenty second lesson of decision making

**"Always decide on one leader and follow... double standards will lead you no-**



Our decisions are always are under our control

where”.

Pinku: Double standard is always dangerous.

Dadaji: Yes Pinku... you are right. Now let me tell you a short story about Winston Churchill.

Pinku: Who is Winston Churchill Dadaji?

Dadaji: Sir Winston Churchill was a British statesman, army officer, and writer, who served as Prime Minister of the United Kingdom from 1940 to 1945 and again from 1951 to 1955.

A peace deal is discussed.

Pinku: Oh so he was a prime minister during World War II.

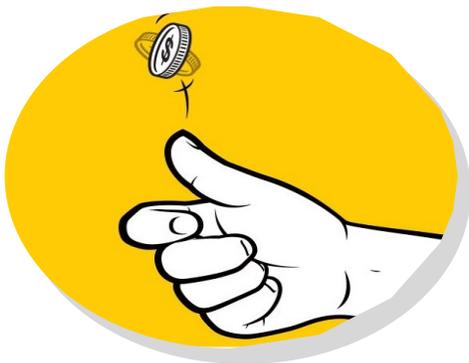
Dadaji: Correct Pinku.

When Churchill became Prime Minister in 1940, he immediately created a coalition to ensure that the government would work together.

## Truce is not always the best decision

The War Cabinet consisted of Churchill, former Prime Minister Neville Chamberlain, the Foreign Secretary Lord Halifax, Labour leader Clement Attlee and Labour deputy leader Arthur Greenwood. Halifax had been Churchill's rival for the premiership when Chamberlain had stepped down earlier in the month.

In May 1940, the war cabinet met nine times to discuss whether Mussolini's Italy should be asked to mediate a peace deal with Nazi Germany. Italy, although allied to Germany, had not yet joined the war against Britain and France. Lord Halifax argued for a truce, and had already discussed the issue with Italy's ambassador to London. Many historians argue that Halifax was being realistic. After all, the British campaign in Norway had been disastrous; Allied military operations in France had collapsed; there had been forced evacuations from Dunkirk; and Belgium had surrendered to Germany on 28 May. While the British government deliberated, the French government was crumbling as France was seized, city by city, by the Nazis.



Only ignorant follow, the wise man takes his decision

Halifax thought the British government would have to acknowledge Hitler's triumph in Europe. This would be humiliating but it could then try to secure a measure of autonomy and even continue to have an imperial role. A truce could also mean that Britain would avoid the violent battles that had been fought over Poland and France.

Churchill, however, believed it was more important for Britain to go down fighting, as "those [nations] which surrendered tamely were finished". Most importantly, this was what the public wanted, and Churchill argued that even exploring peace terms with Hitler would be an admission of defeat. Furthermore, he said Germany couldn't be trusted to respect any such treaty. base from which Europe could be reclaimed.

## Convincing others is a part of decision making

Churchill persuades his cabinet

Churchill called a meeting with the ministers from the Outer Cabinet on 28 May to try to win their support. He succeeded, partly with an impassioned speech in which he said: "If this long island story of ours is to end at last, let it end only when each one of us lies choking in his own blood upon the ground". The other ministers' support for Churchill effectively ended Halifax's campaign for peace talks. For Churchill, this was the first, and possibly most important, victory of his war-time premiership.

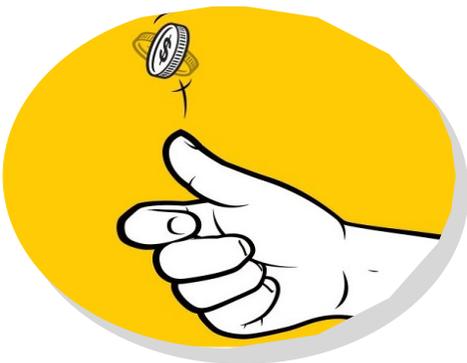
And twenty third lesson:

**“Hardest decisions are the right decision to take”**

Pinku: So did the perseverance of Churchill pay off?

Dadaji: Yes definitely... If Churchill was to go for a peace treaty with Germany world would have been something else.

Pinku: Very True Dadaji. I have today learnt true lessons of decision making.



Inform your decisions as  
someone needs to follow

Thank you Dadaji...

Dadaji: Welcome Pinku.

Bad decisions make  
stories and  
Good decisions make  
epics

Thank You...