



Know More, Care More, Do More: **Rethinking Higher Education's Toughest Challenges** **with the ACES Decision-Making Technique**

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Know More, Care More, Do More

"Involving people... is the most effective way to produce an organization in which people know more, care more, and do the right things."

– Edward E. Lawler III

University of Southern California

Challenges Facing Higher Education

- Involving students in their own learning
- Retaining and engaging students
- Ensuring students gain the necessary decision-making skills to address socially relevant issues

These are not simple challenges and there are no easy or simple solutions to meet them. The problems that need to be overcome are complex and ill-structured, and they require the best efforts of higher education leadership and innovative, creative solutions.

Different Types of Problems

- Simple – Complex
- Routine – Novel
- Real – Imaginary
- Structured – Ill-Structured

ACES Decision-Making Technique

ACES is a structured, normative process that encourages search behavior and, ultimately, enables the decision maker to reframe an ill-structured problem.

ACES Components

- Assumptions
 - Working beliefs about the decision situation
- Criteria
 - Priorities; factors of importance in evaluating alternatives
- Evoked Set
 - Set of options/alternatives for solving the problem
- Strategy
 - List of additional information needed/action steps for getting “unstuck” on tough problems

Phases of the ACES Technique

- Phase 1
 - Prepare worksheets
- Phase 2
 - Identify the present frame for viewing the problem
- Phase 3
 - Generating a new frame for viewing the problem
- Phase 4
 - Identifying action steps for solving the problem

Advice from Einstein, Russell, and Welch

“The important thing is not to stop questioning.”

– Albert Einstein

“Change is one thing, progress is another. ‘Change’ is scientific, ‘progress’ is ethical; change is indubitable, whereas progress is a matter of controversy. ”

– Bertrand Russell

“Accept reality as it is, not as it was and not as you wish it could be.”

– Jack Welch

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“The world is, in one sense, flatter, but it is also multifaceted and complex... If universities do not build capacity... to make meaning and to make sense of the world, to absorb and to interpret differences and contrasts, we will be crippled in our ability to fulfill our potential, to become the truly global institutions that the world needs.”

– Drew Faust

*28th President, Harvard University
January 20, 2012*

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Decision Systems International is an education, training, and consulting business that is dedicated to helping individuals make more effective decisions in their professional and personal lives. For more information on DSI or the ACES Decision-Making Technique, please contact Dr. Larry Pate, Senior Partner and Chief Learning Officer, at Larry@ACESdecisions.com or Traci Shoblom, Senior Partner and Chief Marketing Officer, at Traci@ACESdecisions.com.

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