

PREVIEW SCREEN SHOTS

for hypothetical person deciding about:
Returning to work in person

Sample items only (to keep preview quick)

1. THE DECISION I AM ANALYZING IS TO:

return to work in person|



Pro-Con Reasoning Worksheet

On this page, you will start to process your Initial Pro and Con Reasoning.

Instructions:

- Carefully think through the reasons you generate.
- If you need more information to evaluate your reasons, feel free to gather the information while completing the section below.
- You can use the "Go Back" button on the bottom of any page to modify your reasons, counterarguments, or other ratings, whenever needed.

1. PRO REASONS

What are your reasons to "return to work in person"? Please try to make each reason brief, unique, and not repetitive. Only use the boxes you need. If there are no reasons, or if not applicable, please leave this section blank and skip to Question 3.

1st reason for

I may be more productive

2nd reason for

see my colleagues



1. How much influence does each of the **Pro Reasons** below have on your decision to "return to work in person"?

	None	Slight	Moderate	Strong	Extreme
I may be more productive	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
see my colleagues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>



Potential Counterarguments to Your Pro Reasons

The next set of questions will examine potential counterarguments you may have to the [Pro Reasons](#) you rated on the previous page.

1. A [Pro Reason](#) you mentioned to "return to work in person" was: **I may be more productive**. Could you or someone else raise valid counterarguments as to why this reason could be inaccurate or wrong?

No

Yes, possible
counterarguments

Yes, definite
counterarguments

2. What are the counterarguments as to why the Pro Reason "I may be more productive" may not be accurate or it could be wrong? Use only the boxes you need. Skip if nothing comes to mind.

1st Counterargument

I need some materials from work

2nd Counterargument

Others are nice but may distract me

3rd Counterargument

On the previous page, you just raised the following counterarguments to your Pro Reason "I may be more productive":

I need some materials from work
Others are nice but may distract me

1. How much influence will the above counterargument(s) have on your decision?

None

Slight

Moderate

Strong

Extreme



Con Reason Ratings

For the next set of questions, you will be rating the **Con Reasons** you Listed earlier in the survey to not "return to work in person".



1. How much influence does each of the **Con Reasons** below have on your decision to NOT "return to work in person"?

	None	Slight	Moderate	Strong	Extreme
the commute time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
it's convenient to work at home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

2. How much more information do you need to better evaluate your reason(s) above?

No more	Slightly more	Moderately more	Much more
<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SUMMARY SCORES

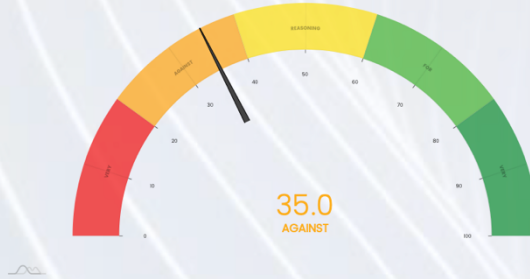
The following scores summarize how much your current reasoning is leaning **FOR** or **AGAINST** your decision: "return to work in person".

TIP:

The closer your score is to **0**, the more your reasoning leans **AGAINST** the decision. The closer your score is to **100**, the more your reasoning is **FOR** the decision. The closer your score is to **50**, the more your reasoning is in-between.*

Do not exit the calculator below. Please answer the questions on the bottom of this page and then go on to the "Next Page".

YOUR OVERALL PRO-CON-COUNTER REASONING SCORE:



The above score was based on the average across the following three sub-scores:

Your specific reasoning score (i.e., your Pro Reason ratings over your Con Reason ratings) =
42

Your specific reasoning weighted by any relevant counterarguments =
31

Your general reason comparison score (i.e., your rating of how influential your set of Pro Reasons compare to your set of Con Reasons) =
33

TIP:

Please keep in mind that your scores may change, sometimes in significant ways, if (1) you are still gathering information, (2) you are still uncertain, or (3) you still need to consider other options. In such cases, adding or deleting even just one reason in a small set may create a large shift in your scores. One way to lessen this is by updating or repeating the calculator as you gain new insights over time.



NEXT STEPS

1. How much more information do you need to better evaluate this decision?

No more	Slightly more	Moderately more	Much more
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Which of the following people do you need to get more information or advice from to better inform your decision, if anyone? **TIP:** If so, it is often helpful to make a note as to when you will do so.

<input checked="" type="checkbox"/> Spouse, partner, or significant other	<input type="checkbox"/> Coworkers
<input type="checkbox"/> Other family members	<input type="checkbox"/> Other experts (not mentioned above)
<input type="checkbox"/> Friends	<input type="checkbox"/> Other contacts (not mentioned above)
<input checked="" type="checkbox"/> Leaders, managers, or supervisors	<input type="checkbox"/> None of the above

Source/reference for this simple document:

- James D. Westaby (2021). Decision-making calculator preview from behavioral reasoning theory. Downloaded from <https://www.tc.columbia.edu/dnl/decision-making-calculator/>

The calculator is based on behavioral reasoning theory (BRT) and concepts in the decision sciences. Feel free to check out the following, if/when interested:

- Westaby, J. D. (2005). **Behavioral Reasoning Theory: Identifying New Linkages Underlying Intentions and Behavior.** *Organizational Behavior and Human Decision Processes*, 98, 97-120. (This is the scientific paper that introduced the theory).
- Westaby, J. D. Probst, T. M., & Lee, B.C. (2010). **Leadership Decision-Making: A Behavioral Reasoning Theory Analysis.** *Leadership Quarterly*, 21, 481-495.
- Wagner, M., & Westaby, J. D. (2020). **Changing Pay Systems in Organizations: Using Behavioral Reasoning Theory to Understand Employee Support for Pay-for-Performance (or Not).** *Journal of Applied Behavioral Science*, 56(3), 301-321. (Click here for free copy: [Wagner and Westaby \(2020\) Winner, McGregor Best Paper Award](#))

Website:

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