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The June 27 issue “How to Make Great Decisions” provides wonderful and instructive insights into decision-making. The issue, however, emphasizes one troubling point – decision making is still an art. In spite of the existing abundant advice about decision-making, clarity on tough choices is often elusive, even for great leaders. Why? Because we focus on the decision-making process and never probe the link between state of mind and effective decision-making. My research at MIT convinced me that a state of mind, called the Clarity State, enables us to make tough decisions easier. I discovered that in addition to a good process, the key to reaching decision clarity is the ability to focus your physical, mental and emotional resources at will on a certain issue. Hope still exists for converting decision-making into a science.

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