

Contents

<i>List of figures and tables</i>	vii
<i>Preface to the second edition</i>	ix
<i>Introduction</i>	xi
1 Making decisions	1
What is decision making?	2
Whose decision?	3
Decision making and problem solving	5
Decision making and ethics	6
Decision making and power	7
Decision making and risk	9
Decision making and reflexivity	10
What is sound decision making?	11
2 Practice contexts	18
Service-user movements	19
Professional context	21
Societal context	23
Legal context	26
Policy context	28
Organizational context	30
Interprofessional context	34
3 Involving service users and carers	40
Who is the client?	41
Why involve service users and carers?	43
Levels of involvement	45
Limits on the level of involvement	50
Service-user disempowerment	56
Strengths and capacity building	57
4 Working together	63
Meeting together	64
Benefits of working together	65

Working together effectively	68
Overcoming barriers	72
Seeking agreement	77
5 Using knowledge and managing emotions	82
Professional wisdom	83
Knowledge-based decision making	84
Two modes of thinking	89
Emotional competence	93
Job satisfaction, stress and coping	98
6 Framing situations	104
Framing processes	105
Constructing pictures of situations	106
'Objective facts' or 'social constructions'?	109
Building a decision frame	111
Decision frames and distortion	116
Working across difference	120
7 Analysing options	126
Ethical theories and making decisions	127
Risk and risk taking	133
Decision theory and decision analysis	140
Constructing an argument	149
8 Using supervision	154
Supervision and decision making	156
What is 'supervision'?	157
Giving and receiving supervision	161
Supervision, authority and power	170
9 Decision making and decision outcomes	175
Sound decisions and uncertain outcomes	175
Decision making and decision outcomes	178
Learning from bad outcomes	181
Preventing bad outcomes	181
<i>References</i>	185
<i>Author index</i>	201
<i>Subject index</i>	205