

Making the Right Decisions Under Pressure | 2 Days

As a leader, others look to you for direction and guidance. The confident decisions you make are imperative to drive productivity, resolve conflicts, and guide your team's focus and efforts. In this course, you will learn to evaluate options, generate possible solutions, and decide on logical strategies.

WHO SHOULD ATTEND:

Executives, directors, managers, and others tasked with making important decisions for their organizations.

JOB ROLES:

Personal Development
Leader of Teams/Projects
Leader of Managers/Departments

OBJECTIVES:

- Make intelligent decisions with limited time and information
- Reframe issues to ensure greater problem solving accuracy
- Convert conflicting opinions into useful insights

COURSE OUTLINE:

The Complexity of Decision Making

Establishing the Needs of the Organization
Defining Organizational Objectives and Goals
Measuring Your Goals
Calculating Probabilities of Success

Dealing with Opinion in the Face of Uncertainty

Understanding Theories of Decision-Making
Avoiding Irrationality
Being Aware of Risks
Reframing the Options
Asking the Right Questions
Knowing What You Want
Making Proper Comparisons
Working with Stereotypes and Expectations

Adapting Decision Strategies for a Complex World

Reviewing Your Plans
Engaging Stakeholders
Enlisting Your Network
Managing Risks
Planning for Risks – Avoidance, Mitigation, Transference, and Acceptance
Applying Complexity Theory and the Butterfly Effect
Adjusting Decisions
Building in Metrics & Measurements
Monitoring Progress and Managing Risks
Looking for Emerging Trends

We Ensure Personal & Professional Growth Through:



TOPIC-SPECIFIC, REINFORCEMENT MATERIALS TO ENRICH YOUR JOURNEY

eBooks, On-Demand Courses, Quick Videos,
Personal & Team Assessments, Tools & Templates.

Post-Class Reinforcement Materials

Each of the Leadership and Professional Development courses include a suite of post-class reinforcement materials that are unique to each title. Content such as e-books, quick videos, personal and team assessments, tools and templates, and other materials, have been selected to ensure that you continue your journey to ongoing success beyond the classroom. All e-assets, such as books and videos, come with 1-year access.

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Reinforcement Videos

- Situations vs. Problems featuring William Mitchell
- Pioneering Possibilities: Problem-Solving and Innovating featuring Erik Weihenmayer
- Moving To Dynamic Problem Solving featuring Wendell C. King
- Decision Making As a Skillful Collaboration featuring Larry Dressler
- Interviewing for Executive Intelligence featuring Justin Menkes
- Leading Through Critical Thinking featuring Dwayne Spradlin
- Principle 1: Interrogate Reality featuring Susan Scott
- Solving Complex Problems featuring Bill McComb
- Problem Solving: Keep Asking Why featuring Antonio Carrillo
- Problem Solving: Focus on Pains Instead of Gains featuring Steve Shapiro
- Expertise: The Enemy of Innovation featuring Steve Shapiro
- Evidence-Based Management: The Keys to Great Decision Making featuring Jeffrey Pfeffer
- The Most Powerful Forces that Shape Business Decision-Making featuring Dan Ariely
- Habit 5: Seek First to Understand, Then to be Understood featuring Stephen Covey

Book Summaries

- Responsible Managers Get Results: How the Best Find Solutions, Not Excuses by Gerald W Faust, Richard I. Lyles and Will Phillips
- Optimizing the Power of Action Learning: Solving Problems and Building Leaders in Real Time by Michael J. Marquardt
- How the Best Leaders Lead: Proven Secrets to Getting the Most Out of Yourself and Others by Brian Tracy

Blueprints

- *Fostering Effective Decision Making Throughout the Organization* by Peter Charness, Tom Erickson and Randy Wheeler

Leader-Led Activities

- *Devil's Advocate Discussion Guide*
- *Defining a Problem Facilitation Guide*
- *Problem-solving Process Facilitation Guide*
- *Thinking and Interpersonal Skills Facilitation Guide*
- *Technique Practice Application Guide*

Self-Assessment

- Critical Thinking Self-assessment

Business Impact

- Business Impact: Playing the Devil's Advocate in Decision-making

Challenge

- Challenge: Uncovering the Root Problem

Tools

- BEST Alternatives
- Brainstorming Phrases
- Ease and Effect Matrix
- Fishbone Diagram
- Genuine Dialogue
- Idea Net
- PMI Analysis
- Problem Identification
- Problem Solving Worksheet
- Sample Questions
- Technique Review
- The Devil's Advocate
- The Five Whys
- Tools Associated with Problem Solving
- Your Problems and Decisions

Test

- Leadership Advantage Test Yourself: Problem Solving and Decision Making

Core Message

- Leadership Advantage: Problem Solving and Decision Making 2.0

Case Study

- What's the Problem?
- Moving the Process Forward
- Considering Solutions
- Using Critical Thinking Skills
- Which Tool or Technique?

Key Concept

- Key Concept: The Problem Solving and Decision Making Process
- Key Concept: Defining the Problem
- Key Concept: Generating Feasible Solutions
- Key Concept: Choosing the Right Course/Solution
- Key Concept: Skills
- Key Concept: Critical Thinking Skills
- Key Concept: Questioning Skills
- Key Concept: Facilitating Discussion and Dialogue
- Key Concept: Tools and Techniques

e-Books

- How Great Decisions Get Made: 10 Easy Steps for Reaching Agreement on Even the Toughest Issues
- Performing Under Pressure: Gaining the Mental Edge in Business and Sport
- Making Difficult Decisions: How to be Decisive and Get the Business Done

Videos/Courses

- Overcoming the Paralysis of Analysis - Conquering Indecisiveness
- Instinctive Decision Making
- Sticking To Your Core Values Under Pressure

Materials listed above are representative and do not include all assets, which are subject to change as titles and resources are always being updated.