



MASTERING DECISION DYNAMICS

LEARNING FORMAT: CLASSROOM

Leaders, especially those at the mid- and senior levels, are routinely faced with complex, high-impact decisions that require expedient yet effective resolutions. Perhaps most challenging is the fact that these decisions come with an intricate set of dynamics with strong forces that can pull a leader toward less-than-optimal outcomes. Leaders learn a decision-making discipline that will help them manage these dynamics and overcome the forces both within themselves and across the organization that can compromise their decision-making ability.

DO YOU FACE ANY OF THESE ISSUES?

- Do leaders struggle making complex decisions, especially when time is short and the stakes are high?
- Do biases exist within the organization that affect your leaders' ability to make effective, objective decisions?
- Are leaders unaware of how their personal biases affect their decision making?
- Do leaders fail to consider the full implications of their decisions on key stakeholders?

PERFORMANCE OBJECTIVES

Helps leaders:

- Recognize the presence of complex dynamics that can negatively impact the ability to make objective, informed business decisions.
- Identify specific decision-making biases to which the organization and leaders are most susceptible.
- Apply a decision-making discipline to manage these biases and other decision dynamics
- Apply the same discipline to diagnose past decisions and coach others in making decisions.

Primary Competencies Developed:

- Decision Dynamics 3.0
- Operational Decision Making 3.0
- Leadership Disposition 2.0
- Navigating Politics 2.0

COURSE OVERVIEW

- **Session Opening:** Facilitator introduces the complex decision dynamics surrounding decisions made by senior leaders. The Decision Lenses (factors to manage those dynamics effectively), and biases that cause leaders to base decisions on subjective factors.
- **Values: Guidance and Challenge:** Participants explore the Values lens, and how to use it to choose between competing values or objectives and overcome values-related biases.
- **Perspectives: Gaining a Vantage Point:** Facilitator introduces the Perspective Lens and guides the group as they examine methods for exploring various perspectives in making decisions and avoiding biases.
- **Experience: Drawing on Life's Lessons:** In teams, participants debate the role of past experience as a basis upon which to make decisions, and how to use experience beneficially.
- **Risk: Managing Uncertainty:** Participants examine the role that risk plays in decision-making, compare their risk tolerance to that of their organization, and review the implications on them as decision makers.
- **Decisions in Full Focus:** Participants discuss how all four lenses can be used in concert to create a clear, objective view of a decision from all angles. Using what they've learned in the session, they assess their own abilities to use the four lenses.
- **Summary and Call to Action:** Participants share key lessons and reflect on what they will stop, start, and continue to do to master decision dynamics.

COURSE DETAILS

- **Target audience:** Mid-level, operational and senior-level leaders
- **State-fundable:** Yes (some positions may be ineligible for state funding)
- **Course length:** 4 hours. Course can be lengthened.
- **Facilitator Certification:** Senior-level certified facilitator required
- **Prerequisites:** None
- **Optimal Group Size:** 8 to 16. 20 maximum.
- **Course Prep:** Yes. 45-60 minutes to conduct a discussion with managers on their decision-making styles and track record. Also, to identify an important business decision they will analyze during the session.
- **Notes:** Suitable for all environments.

RELATED COURSES

- Cultivating Networks and Partnerships
- Leading with a Global Perspective
- Making High-Quality Decisions