

## 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

### Topic-specific, post-class 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 & Decision Making

### Core Message

- Leadership Advantage: Problem Solving & 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*