

Decision-Making

Focus:

This course provides participants an opportunity to identify and practice effective skills and techniques needed to make better decisions in the workplace. In addition, individuals explore their decision-making “preferences” in different situations (Command, Consensus, Consultation, or Convenience). The course is built on an Action Learning philosophy, with exercises ranging from individual reflection to small group activities. These exercises are intended to act as the primary source of learning through application and deep discussion.

Audience:

The audience is individuals responsible for making decisions that require commitment from team members or others within their respective organizations.

Session Objectives:

After completing this session, participants will be able to:

- Assess the factors that lead to “deciding how to decide” e.g. advantages and disadvantages of three “group participation” approaches relative to decision-making (Decide Together; Gain Input; Inform and Get Feedback)
- Describe two different modes of decision-making: Rationalistic (Analytical) and Naturalistic (Intuitive)
- Apply the following structured approach for decision-making: define the issue; generate a course of action; evaluate the course of action; implement the decision.
- Apply decision-making tools that can be used to move decisions forward e.g. Force Field; Nominal Group Technique; Rating Scales; Action Planning
- Identify what can limit and expand our decision “radar screens” e.g. mindset; hindsight; and “availability bias” such as data, experience, physiological stress
- Assess the role expertise can play in our decision-making e.g. the decision-making “skill gap” between “experts” and others in the group; what to do when “experts” disagree with the decision

Session Length: 8 hours

Session Topics:

- **Foundations of Decision-Making:** This section examines the key assumptions that guide decision-making as well as what makes decision-making difficult.
- **Preferences for Decision-Making:** This section examines different methods of group decision-making and provides participants with an assessment to identify their decision-making preferences.
- **Rational vs. Intuitive Decision-Making:** This section looks at the major sources of power that individuals use when making decisions: rationality and intuition.
- **Expanding your Decision-Making Toolkit:** This final section introduces specific decision-making tools for working with groups to maximize participation.