

# DECISION LEADERSHIP

## EXECUTIVE LEARNING & COACHING

An organization is either propelled forward or pulled backward as a result of the decisions made by its leaders. Strategic decision making training is critical for those in leadership positions, yet their demanding schedules make it impossible to commit multiple days to training. In addition, the classroom setting makes it difficult to discuss the confidential decisions they face. As a result, many managers are ill equipped to direct clear and focused thinking to high profile issues and high stakes decisions.



That's why many leaders choose the Decision Leadership Executive Learning and Coaching program. This is a personalized, one-on-one coaching service designed to help leaders improve their skills in strategic analysis and decision making, and integrate them into leadership roles.

### Individual Coaching: Personalized Learning, Expert Insights

This process focuses on the application of Decision Leadership principles and tools to each leader's unique needs and situation. It's an active learning model that teaches leaders how to assess, analyze and act upon complex business issues and strategic decisions. The process is personal, customized and private.

### Executive Learning and Coaching Process

You will interact with your executive coach through five in-person or phone / web meetings. Between meetings, you'll apply a Decision Leadership process to a specific issue and submit the completed analysis to your coach. At the next meeting, you'll receive feedback on your analysis and instruction in another Decision Leadership module.

After the series is completed, you'll have the option to continue periodic coaching sessions. During these meetings, your coach serves as your "thinking partner" to collaborate on strategic issues and decisions.

### Executive Topics

When a high impact decision is needed in a situation that is both organizationally and analytically complex, it is the leader's role to manage the process in a way that ensures a high quality decision outcome. This course will improve your skills in the three critical areas of decision leadership:

- Analytical processes – to help you be a better decision 'thinker'.
- Organizational processes – to help you manage the complexities of reaching high quality decisions inside organizations.
- Human factors – to understand how people behave in decision making situations, and how it impacts their decision making effectiveness.

### Why Individual Decision Leadership Learning & Coaching?

1. Can be customized to each leader's needs.
2. It is private and confidential.
3. Can be 'just in time', to meet an urgent business or individual need.
4. Can be flexibly scheduled.
5. Provides for continuity.
6. Provides for accountability.
7. Provides support while new behaviors are learned and used.

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### Module One: Introduction to Decision Leadership

- Decision Leadership – definition, roles and responsibilities.
- The decision hierarchy – what differentiates high impact, high stakes decisions from others on the organization’s decision landscape.
- The five characteristics that automatically put a decision in “handle with care” mode.
- Key guiding principles for managing high stakes decision situations.
- The ADD model (Assess – Decide – Deliver) – the framework and process for managing high impact decisions.

### Module Two: Assess Phase

- The Decision Assessment – how to gain strategic insights into the current decision situation.
- Using the Decision Charter to launch a decision project and define its purpose, scope and boundaries.
- Forming the decision recommendation team.
- Getting clear on key roles in the decision making process – the RAPID Roles process.
- Situation Analysis – understanding the central decision and its related issues and decisions.
- Decision framing – how to get aligned on purpose and objectives.

### Module Three: Decide Phase

- Determining the correct analysis approach for the decision.
- Conducting the decision analysis.
- Creating structured interactions between the decision recommendation team and key stakeholders.
- Managing situations where long term advocacy positions are involved (factions “dug in” to one option or solution alternative).
- How to handle decisions where few or no viable options exist.
- Human factors and their impact on high stakes decisions – cognitive decision traps, behavioral styles, risk orientation, psychological factors.
- How to identify sources of uncertainty and tactics to deal with them.
- How to avoid sudden decision vetoes and ‘do-overs’ that cause crippling delays in the decision making process.
- Packaging the decision recommendation for review and approval.

### Module Four: Deliver Phase

- The Deliver Phase – how to prepare the decision for successful implementation.
- Forming the implementation planning team.
- Controlling implementation risk – prevention and mitigation strategies.
- The “pre-mortem” – a unique and effective risk mitigation exercise.
- Gaining true commitment to action from the key players.
- How to gain intelligence from the current decision project for use in future decisions.

### Resources

Your resource package includes the Decision Leadership Course Manual and Reference Guide, a Decision Focus 7.0 Software license, plus real time access to your executive coach anytime during the ten week coaching engagement.

### Target Audience

This service is designed for individual executives, leaders, or high potential employees who will benefit from personalized guidance and support.



### For More Information:

Contact our client support team at 952-595-8000, 888-21-FOCUS or [info@FocusTools.com](mailto:info@FocusTools.com)