

DECISION LEADERSHIP™

ADVANCED SKILLS FOR HIGH STAKES DECISIONS

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

- Decision making skills - to help you consistently make smart decisions in high stakes situations.
- Organizational processes - to help you manage the complexities of gaining organizational alignment in the decision making process.
- Human factors - to better understand the psychology of business decision making and behavioral tendencies that help or hinder the process.

The ability to manage strategic and high stakes decisions is a valuable and crucial skill that helps make leaders and executives indispensable. During this course, you'll learn principles and processes to maximize your success as a decision leader. The program consists of a 2-day classroom session followed by completion of an individual decision project. This allows you to apply the skills and tools in your unique work environment under the guidance of an executive decision making coach.



WHO SHOULD ATTEND

Decision makers; executives, leaders and managers who participate in decisions of significant impact or consequence to their organization, customers or stakeholders.

This course is also strongly recommended for high potential employees participating in leadership development programs.

RESOURCES

Course resources include the Decision Leadership Course Guide and Manual, handouts and case studies, Decision Leadership templates package, and a Decision Focus® software license.

How You Will Benefit

- Gain better understanding of the dynamics surrounding a strategic situation, problem, or decision.
- Establish clear processes for identifying and clarifying decision roles in high stakes decisions.
- Learn techniques to gather the right intelligence, analyze it properly, and understand the relationship between the information and selection of possible outcomes or decisions.
- Improve your ability to conduct strategic decision making meetings.
- Achieve better alignment with executive sponsors and decision stakeholders at key points in the decision process.
- Gain better control over sources of uncertainty and risk in important decisions and judgments.
- Improve quality and effectiveness of your executive level decision presentations.
- Achieve better strategic decision outcomes.



Introduction to Decision Leadership

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

COURSE TOPICS



The ADD Process

The 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, perspective and scope.

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 develop 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.

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.

Application and Coaching

Upon completion of the classroom event, you’ll participate in a decision project of importance to you and your organization. During the process, you’ll work with your decision coach to select the project, apply the skills and tools learned, and document the results.