



Courageous Decision Making

Overview

Decision-making is the process of making choices by identifying a decision, gathering information, and assessing alternative resolutions. Using a step-by-step decision-making process can help you make more deliberate, thoughtful, and courageous decisions by organizing relevant information and defining alternatives. This approach increases the chances that you will choose the most satisfying alternative possible.

Learning Objectives

- Explain how biases affect our capability to creatively and critically make decisions
- Seek out knowledge and facts to dissolve assumptions and lead to better options
- Ask applicable questions that lead to good decisions
- Factor the unknown and uncertainties into decision making
- Assess risks in any situation
- Make well-informed decisions

Course Agenda

Module 1: Establish Perspective: Know Your Mind Set

- Cognitive Biases and Decision Making
 - Confirmation
 - Anchoring
 - Overconfidence
 - Gambler's Fallacy
 - Fundamental Attribution Factor
- Perspective: Opportunity or Problem?
- 6 Ways to change your perspective
- Root Cause Analysis Defined
 - What kind of problem?
 - Event-based problems
 - Standards on how we solve problems

Module 2: Master Thinking Strategies: Generate Ideas

- Creative Thinking
 - Objectives
 - Obstacles to Creativity
 - Poor Decision Making Practices
 - Open your mind
 - Use your whole brain
 - deBono's 6 Thinking Hats
- Ask all types of questions
- Evaluating Differences
- Final Assessments
 - PMI

- Methodologies
 - The science of brainstorming
 - Fishbone Diagram Mind-mapping
 - 6 benefits
 - Start a Fishbone Diagram
 - Reverse Assumption
 - Is-Is Not

Module 3: Decision Making Models

- Kepner-Tregoe Matrix
- OODA Loops
- Hoy-Tarter Model

Module 4: Overcome Decision-Making Obstacles

- Avoid Group-thing
- Working with Stakeholders
- Overcoming Resistance

Module 5: Communicate Decisions with Finesse

- Steps to building a consensus
- Reaching a decision point
- Effective Communication Strategies
- Audience Considerations
- Cohen-Bradford Influence Model
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