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## Decision Making

### A one day programme

Management has developed a reputation for sometimes ignoring problems and avoiding difficult decisions. This programme aims to guide you through the methods of problem identification and definition, so that you identify both the effect and the root cause.

We then cover the process of making the best decision to solve the problem, taking into consideration the role of politics and human bias in all decisions. We look at why many decisions result in a sub-optimal solution, and some never see the light of day. We look at entrapments and the reasons why people make wrong decisions, with tips and tricks of how to get out of the trap.

### Key elements of decision making

The first step is to identify the problem and this can sometimes lead to the first mistake because we often misdiagnose the problem. Having defined the problem properly we must then clarify the objectives and prioritise the goals of the decision. In analysing any decision, a number of options become available to the team and it is vital that the team explore all possible options no matter how ridiculous they may seem at first.

The next step is to compare the predicted consequences of each option with the goals and then to choose the option with the consequences most closely matching the goals. However, people need to be aware that it is not that simple as corrupted decisions surface because of bias, politics, mindset, and other influences. Therefore, a key element of decision-making is integrity and honesty to support each step in the process.

### The programme enables participants to:

- Gain an insight into problem definition
- Understand how politics have a role in decision-making
- Be able to understand the behaviour of people
- Learn how to assemble information for effective decision-making
- Learn how to avoid decision pitfalls
- Improve your decision-making

### Learning outcomes:

Delegates participate in a completely new way of looking at problems and decision-making. We will take you through the decision making process highlighting the pitfalls at each stage. This exercise shows you why what appears to be a rational and sensible decision is nothing of the sort and why they turn out to be disasters. We will help you to start developing methods and processes that prevent you from making bad decisions, or if you do make a sub-optimal decision make sure you have the tool kit to correct it before any harm results.

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## **Programme Agenda**

### **How should decisions be made**

Why decisions are flawed  
The politics  
Defining the problem  
Decision making by teams

### **Moving towards a decision**

Information gathering  
Ishikawa diagram  
Force field analysis  
Cause and effect analysis  
Information into knowledge  
Manipulation and emotion

### **Typical delegates are:**

Managers who are looking for ways to improve their effectiveness in problem solving by improving the quality of their decision making process.

### **Beginning the Process**

Brainstorming the problem  
Thinking with Hexagons technique  
Entering the trap - Escalation  
The cost of quitting

### **Making the decision**

De Bono's 'Six Thinking Hats' method  
Ten steps to decision hell  
Make your mind up time