

Soft-Train®



*At Soft-Train
Technology Works*

Decisiveness

(1 Day)

ST00043

COURSE GOAL: To provide the student with the tools for making effective and timely management decisions

PREREQUISITES: None

LEARNING OBJECTIVES:

Upon completion of this course the student will be able to:

- Define the need for effective and timely decision making
- Demonstrate the ability to set goals
- Demonstrate the ability to set priorities including alternative and contingency approaches
- Demonstrate the ability to reason objectively
- Gather information which leads to effective, timely decisions

KEY TOPICS:

I. Decisions and Decision Making

- A. What is a Decision?
- B. Who is the Decision Maker?
- C. What is Strategy?
- D. The Decision Making Process
- E. Strategic and Operational Decisions
- F. A Widely Applicable Decision Framework
- G. Willing and Able – Quality Decisions

II. Decision Making Traps

- A. The Anchoring Trap
- B. The Status Quo Trap
- C. The Sunk Cost Trap
- D. The Confirming Evidence Trap
- E. The Framing Trap
- F. Estimating and Forecast Traps
- G. The Three Most Common Traps for Managers

III. GPA: G for GOAL

- A. A Shared Goal
- B. Goal Quality
- C. Communicating the Goal
- D. Common Failures Regarding Goals

- IV. GPA: P for PRIORITIES**
 - A. What is a Priority?
 - B. How Are Priorities Set?
 - C. Common Failures in Setting Priorities
 - D. Who Sets Priorities

- D. Common Failures Regarding People
- E. Leadership Styles

- V. GPA: A for ALTERNATIVES**
 - A. The Importance of Alternatives
 - B. Quality Alternatives
 - C. Forces and Voluntary Innovation
 - D. Encouraging Innovation
 - E. Common Failures Regarding Alternatives

- VI. IPO: O for OBJECTIVE REASONING**
 - A. What is Objective Reasoning
 - B. How Do We Do Objective Reasoning?
 - C. Why Do Objective Reasoning?
 - D. Common Failures in Objective Reasoning

- VII. IPO: I for INFORMATION**
 - A. Looking Back to Look Forward
 - B. Information Collection that Wastes Corporate Resources
 - C. Handling Unknowns
 - D. Ongoing Course Correction
 - E. Common Failures in Information

- VIII. IPO: P for PEOPLE**
 - A. Decision Makers
 - B. Supporters
 - C. Participants