

# Strategic Decision Making

Course Length: 1 Day

**Prerequisites:** None

**Description:** This course teaches students how to plan, frame, and research decisions. Students learn how to define decisions, apply appropriate decisions frames, avoid overconfidence, deal with uncertainty, generate options and select the best one, develop numerous high-quality options, evaluate the options and make a final choice, review and learn from experience, identify optimal decision outcomes, and identify and manage linked decisions. Students will also learn how an organization can benefit from employing strategic decision-making techniques, and how to use decision-making strategies to improve negotiation skills.

## Course Content

### Unit 1: Preparing To Make Decisions

Students learn about the **decision-making process**. They learn about defining decisions. They learn about assessing the issue at hand and establishing **objectives**. They are taught about **decision frames**, the purpose of decision frames, and the problems created by them. They learn to assess whether a frame is appropriate and how to change decision frames and analyze and influence the decision frames of others. They learn about **researching** decisions and about guidelines to improve their decision-making abilities to avoid the problems of **overconfidence**. They understand how to deal with **uncertainty**.

**Topic A:** Fundamentals of decision making

**Topic B:** Defining decisions

**Topic C:** Decision frames

**Topic D:** Researching decisions

### Unit 2: Decision Options

Students learn about generating **options** for a decision. They learn about improving their options and about selecting an option. They understand how to evaluate their options. They learn that, when they describe the consequences of their options, their descriptions should be accurate, complete, and precise. They learn that the final choice can be based on guidelines, such as considering the magnitude of the decision, thinking about the complexity of the decision, and contemplating how others will view their decision. They learn that techniques used to make the final decision are **intuition, rules**, and the **weighted-decision model**.

**Topic A:** Generating options

**Topic B:** Selecting an option

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*If you have any questions about this course, please call CompuTrain at (713) 349-9186.*

## Unit 3: Decision Results

Students discuss **reviewing** their decisions and learning from the results of those decisions. They learn about the **pitfalls** to be avoided while learning from their decisions, such as focus of outcome, incorrectly attributing responsibility, and **hindsight bias**. They learn about **learning from the experience of others**. They learn that the actions to learn from the experience of others are to search for **best practices**, use **databases**, and examine the decisions of other organizations.

**Topic A:** Results of your decisions

**Topic B:** Learning from the experience of others

## Unit 4: Complex Decisions

Students understand how to manage complex decisions by creating decision scenarios. They learn about the two types of scenario planning, the **extremes method** and the **driving forces method**. They learn how to manage **linked decisions**. Next, they learn about the steps of managing linked decisions. They also learn that, by using these specialized techniques and guidelines, they can consider and prepare for a series of linked decisions and their consequences. Finally, they learn about making linked decisions using **perspectives**, being **flexible** and consulting **experts**.

**Topic A:** Decision scenarios

**Topic B:** Linked decisions

## Unit 5: Group Decisions

Students discuss how to make **group decisions**. They learn about the strategies that help a group make the best possible decisions without destructive conflict. They learn about creating **affinity diagrams** that illustrate ideas to solve a problem. They discuss the various decision making **barriers**. They also learn about **conflicts** in a group. They learn about another decision making barrier, **groupthink**. Finally, they learn about the actions that a group leader and other group members should take to help the **dissenters** overcome groupthink.

**Topic A:** Making group decisions

**Topic B:** Overcoming decision making barriers

## Unit 6: Negotiation Decisions

Students learn about a **negotiation strategy**. They learn how to improve negotiation decision outcomes by **contingent agreements** and gathering information. Finally, they learn about the **pitfalls** in negotiation decision making. They learn that pitfalls are **adopting a win-lose attitude**, **using an inappropriate decision frame**, **permitting conflict to escalate**, **being overconfident**, and **overlooking the perspectives of others**.

**Topic A:** Making negotiation decisions

**Topic B:** Decision making pitfalls for negotiators