

# DECISION MAKING

GIVE YOUR MANAGERS THE FRAMEWORK AND TOOLS TO MAKE SOUND DECISIONS

**DECISION MAKING IS A SELF-PACED, INTERACTIVE PROGRAM DESIGNED TO IMPROVE DECISION-MAKING SKILLS AND THE RESULTS THOSE DECISIONS PRODUCE**

**DECISION MAKING** offers short interactive cases, tools, and customized feedback to master the most fundamental of management skills. Your managers will learn how to identify and avoid common thinking biases that distort decision making, and how to simplify complex decisions and hone managerial instincts.

## CONTENT

### TOOLS, WORKSHEETS, AND PRACTICE EXERCISES FOR MAKING SMART DECISIONS

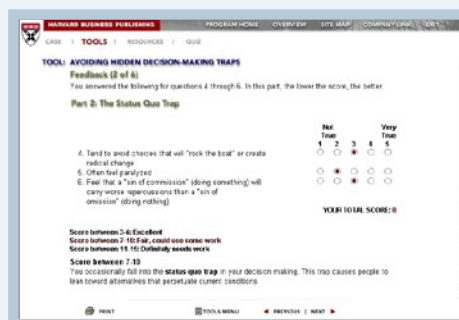
**Decision Making** is designed to help managers learn how to make better, smarter, and faster decisions. Managers will use systematic frameworks designed to improve their decision-making abilities and discover techniques such as simplifying complex decisions, applying intuition, avoiding “thinking traps,” and reducing biases.

*Decision Making* shows managers how to:

- **Break down** complex decisions into clearer, simpler steps.
- **Learn by doing** as they make decisions “under fire.”
- **Test their instincts** in a “safe” environment that simulates their actual job environment.
- **Utilize** a process that ensures effective issue identification in complex decision situations.
- **See how** to simplify complex decisions by evaluating alternatives according to comparable criteria.
- **Strengthen** intuitive powers and learn how to balance these with systematic analysis.
- **Learn how** to identify and avoid “thinking traps”—distortions and biases that sabotage reasoning.
- **Develop** the ability to make fast decisions when waiting for the “perfect” solution that may be counterproductive.
- **Target** problem areas and apply strategies for improving them on the job.

Improving a manager’s ability to make sound decisions can provide a direct route to improving the performance of your organization. *Decision Making* gives your managers a systematic approach to make informed decisions and the confidence to think on their feet.

All course exercises are short and modular, so that no portion takes more than 30 minutes to complete. The entire program requires three hours.



## HIGHLIGHTS

- > Role-playing scenarios
- > Immediate feedback
- > Decision-making worksheets
- > Modular and flexible
- > Easy to use

## EXPERTS

The program content is drawn from the research and writing of renowned practitioners and prominent professors acknowledged as leading experts in leadership development.

### HOWARD RAIFFA

Frank Plumpton Ramsey Professor of Managerial Economics Emeritus, Harvard Business School

### JOHN S. HAMMOND

Consultant, former professor, Harvard Business School

### RALPH L. KEENEY

Professor, Marshall School of Business, and the School of Engineering, University of Southern California

### ALDEN HAYASHI

Former senior editor, *Harvard Business Review*

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## PROGRAM ELEMENTS

### PROVEN CONCEPTS AND ON-THE-JOB GUIDANCE

**Decision Making** takes managers through expert content in a fast-paced, interactive format. Realistic practice scenarios and interactive tools enable time-pressed managers to grasp key concepts quickly and retain them permanently.

<b>AVOIDING HIDDEN DECISION-MAKING TRAPS</b>	Assessing one's vulnerability to common mistakes.
<b>DECISION-MAKING EXAMPLE AND WORKSHEET</b>	Walk through a process for making complex decisions, and print forms for future reference.
<b>STRENGTHENING YOUR MANAGERIAL INTUITION</b>	Test one's ability to use intuition in decision making.
<b>RESOURCE LIBRARY</b>	<i>Harvard Business Review</i> and <i>Harvard Management Update</i> articles can be read online or printed.
<b>INTERACTIVE CASE</b>	Scenario-based learning.
<b>FOLLOW-UP GOALS</b>	Guidelines for writing on-the-job goals.
<b>SUPPORT MATERIALS</b>	Evaluate comprehension of the content with a tool you can easily distribute via your organization's testing system.

### ADDITIONAL FEATURES

- Point and click** navigation requires no training.
- Modular design** enables incremental, self-paced learning.
- Facilitation Guide** shows how to incorporate course elements into a learning program.

## SUPPORT

### IMPLEMENTATION SERVICES

**DECISION MAKING** is quick and easy to deploy via your LMS or intranet. Our Implementation Services Team can help you develop an effective rollout strategy and can customize the product to meet specific organizational needs for even greater impact.

Many more Harvard Business Publishing offerings are available to help you achieve your leadership and management development objectives. Please contact us for information on our comprehensive portfolio of strategic content, programs, and services.

## TARGET AUDIENCE

**Decision Making** is ideal for managers at all levels who make decisions that affect people, processes, and outcomes.

Building and refining this group's decision making skills will directly affect your organization's success.

## COMPLEMENTARY OFFERINGS

Extend the program's impact with additional leadership development programs, such as:

- **MANAGING CHANGE**  
Zeroes in on the skills managers need to roll out and successfully lead others through change initiatives.
  - **COACHING FOR RESULTS**  
Guides managers through a three-step process for effectively coaching others.
  - **WHAT IS A LEADER?**  
Uncovers key concepts and provides interactive cases to introduce high-potential managers to more advanced leadership roles.
- Or select from our deep well of print and digital content. Ask your relationship manager for recommendations to match your current strategic initiatives.

## LEARN MORE

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