

„Decision making - the art of a good choice”

Course description:

Decisions are made continually or we even do not take part in the process of their making (according to the proponents of the concept of decisions as unintentional acts). Decision making is a very important function of leaders and managers. Decisions are often made in situations of uncertain and incomplete data and the consequences of decisions are often uncertain.

The training of decision-making introduces participants to decision-making situations. Based on the experience of understanding, the course teaches them how to get information and then process it to get a decision.

Acquired skills:

- o The participant knows the concept of unintentional decision making process
- o The participant knows the concept of intuitive decision making process
- o The participant knows the concepts of rational decision-making process
- o The participant knows the steps of rational decision-making process and knows how to use them
- o The participant knows the SMART technique (simple, multi-attribute, rating technique) and knows how to use it
- o The participant knows the concept of expected value and knows how to use it
- o The participant knows the decision tree technique and knows how to use it
- o The participant knows the concept of decision-making as a process of creative problem solving and knows how to use the creative problem solving process to make a decision
- o The participant knows the types of decisions
- o The participant knows mistakes while making decisions
- o The participant learns his preferred cognitive style - decision style

*Training program:***First part: Three approaches to decision making process**

The concept of unintentional decision making

The concept of intuitive decision making

The concepts of rational decision-making

Different types of decisions

Mistakes while making decisions

Second part: Rational decision making

1 Recognizing and defining the problem - that is asking the question, an answer to which will remove the discrepancy between the current state and the more appropriate one.

2 Setting the criteria for making a decision - determining what value, purpose, and interest counts as a priority. What has not been taken into account in this step should not affect the outcome of the decision-making process.

3 Setting a hierarchy of priorities that are more important, and how much they are more important.

4 Determining the possible answers to the question, finding possible solutions - it is about taking into account all possible solutions.

5 Evaluating each of the solutions using the criteria meeting and the criteria validity technique. The result is a list of solutions to enable their mutual comparison in terms of meeting the criteria and their validity.

6 Choosing the solution that has achieved the highest score.

Third part: SMART technique (simple, multi-attribute, rating technique)

1 Stage Determining the decision maker person - who will decide

2 Stage Setting goals - Aim - it is an indication of your preferred direction of acting. There may be many directions for this purpose. For example, the purpose of renting an apartment - directions of activity: apartment at Kopernika Street, Mickiewicza Street, Wapienna Street, Polish Army Street.

3 Stage Determining the attributes relevant to the decision problem. An attribute is a characteristic measurement how a given option looks like in terms of a particular purpose.

4 Stage Assigning a value to each attribute.

5 Stage Determining the weight of each attribute - the validity of the attribute for the decision maker person.

6 Stage For each alternative (concerning goals, directions of acting) we calculate the weighted average of the value assigned to the alternative.

7 Stage Making a preliminary decision

8 Stage Performing a sensitivity analysis - check how much the decision is resistant to change - with the given values.

Decision tree technique

Application of the technique to the individual decision-making problems of the participants

Fourth part: Concept of decision-making as a process of creative solving

Determining problem space

SWOT analysis

Factorising the central problem

Providing information, refining facts, redefining problems

Generating ideas

Choosing solutions

Evaluating solutions

Fifth part: Participant learns his preferred cognitive style - decision style

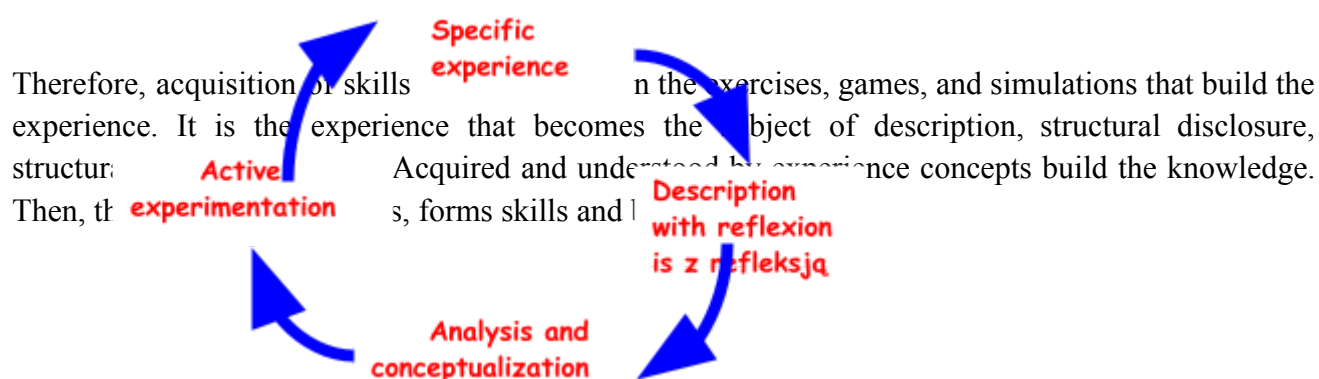
The survey – personality test NEO-FFI

Analysis of test results

Coaching – using our strengths to make the right decisions

Methodology:

The training method is based on the adult learning cycle, who learn through personal involvement:



Organizational information:

Number of training hours: 12 hours / 2days

Time of training 9:15-15:15

Place of training: Łódź, Piotrkowska 125 – KM Studio - trainings

