

# Decision Mojo™

There is no activity more fundamental to personal and organizational success than decision-making. It is the one task shared by every leader and professional in an organization. Yet there's never a guarantee that leaders and professionals will always make good decisions, even in the most benign circumstances. Being able to consistently make high-quality decisions in challenging circumstances is an even rarer skill.

Drawing on recent research in neuroscience, behavioral economics, and decision-making theory, *Decision Mojo™* is a powerful and focused learning experience that helps participants influence and lead better decision-making in both personal and professional contexts.

In the 5-7-hour course, participants learn about:

- New learning from neuroscience about decision-making
- 12 specific cognitive traps that cause us to make less effective decisions
- When these traps are likely to occur and how they impact decisions and recommendations
- 8 Disciplines of Decision Acumen that improve the speed and quality of both organizational and personal decisions

*Decision Mojo™* is highly interactive and practical. Throughout the workshop participants work in individual, paired, and group exercises to apply the 12 traps and 8 disciplines their own organizational and personal decisions. At the conclusion of the workshop, participants leave with a set of proven methodologies and practical tools that can be applied to most decision-making situations.



## Program Flow/Agenda

Introduction / Context Setting	<ul style="list-style-type: none"><li>▪ Why decision-making is difficult today</li><li>▪ Key organizational and personal decision-making challenges</li></ul>
New Learning from Neuroscience	<ul style="list-style-type: none"><li>▪ The emerging models of decision-making</li><li>▪ What happens in the brain when making decisions</li></ul>
The 12 Decision Traps	<ul style="list-style-type: none"><li>▪ Understanding the 12 Decision Traps, when each is likely to occur, and the impact on decisions</li></ul>
Organizational Applications	<ul style="list-style-type: none"><li>▪ Applying the Decision Traps to team &amp; organizational decisions</li></ul>
Personal Applications	<ul style="list-style-type: none"><li>▪ Applying the Decision Traps to own decisions</li></ul>
The 8 Disciplines of Decision Acumen	<ul style="list-style-type: none"><li>▪ Understanding the focus, purpose and key techniques for each of the Disciplines</li></ul>
Practice Using the Disciplines	<ul style="list-style-type: none"><li>▪ Applying the Disciplines to personal &amp; organization decisions</li></ul>
Individual Action Planning	<ul style="list-style-type: none"><li>▪ Identification of key learnings and planning first next steps</li></ul>



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## *Line of Sight (Impact) Map*

Key Decision Mojo Learning Objectives	Some Leadership Competencies Addressed	Critical Applications
<ul style="list-style-type: none"> <li><input type="checkbox"/> Learn how and why skillful decision-making is critical to organizational and professional success.</li> <li><input type="checkbox"/> Learn about recent insights from neuroscience on what is happening in our brains when we make decisions and how that impacts the quality of our decisions</li> <li><input type="checkbox"/> Learn about 12 likely Decision Traps that impact decision-making and understand how these traps could impact an important organizational decision or recommendation.</li> <li><input type="checkbox"/> Recognize the organizational or team situations one or more of the 12 Decision Traps could cause a sub-optimum decision.</li> <li><input type="checkbox"/> Learn 8 Disciplines of Decision Acumen – their purpose, focus, and key techniques for each.</li> <li><input type="checkbox"/> Be able to use each of the 8 Disciplines to improve decision-making effectiveness in a variety of organizational/leadership situations.</li> <li><input type="checkbox"/> Develop skills and perspectives relevant to successfully leading or influencing organizational or team decisions.</li> <li><input type="checkbox"/> Learn when to trust/not trust Intuition in a decision situation.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Makes good decisions under conditions of uncertainty or ambiguity.</li> <li><input type="checkbox"/> Aware of biases and self-interests that could impact organizational and team decisions.</li> <li><input type="checkbox"/> Knows what decision process (or processes) to use in different situations and/or with different types of decisions and is skillful in using them.               <ul style="list-style-type: none"> <li>o Makes and defends tough decisions when required</li> <li>o Leads productive consultative decision processes.</li> <li>o Uses consensus processes skillfully</li> <li>o Involves people appropriately in decisions that impact them.</li> </ul> </li> <li><input type="checkbox"/> Able to makes clear, consistent, transparent decisions.</li> <li><input type="checkbox"/> Acts with integrity in decision-making.</li> <li><input type="checkbox"/> Considers the wider impact of decisions – internally, organizationally, and externally.</li> <li><input type="checkbox"/> Focuses on the key issues in a decision, distinguishes relevant from irrelevant information, and rapidly gather and assimilate necessary information/knowledge to develop sound understanding of the issues involved.</li> <li><input type="checkbox"/> Recognizes when it is important to generate alternatives before making a decision or taking action, considers the risks associated with each option and selects the option that has the best balance of risk and reward.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Determining which is the best decision process (or processes) to use in different situations and/or with different types of decisions.</li> <li><input type="checkbox"/> Developing strategies for making decisions in complex and uncertain situations.</li> <li><input type="checkbox"/> Helping the organization, teams and individuals be clear about how different decisions should be made, who should be making those decisions, and specifically <i>who</i> will be making a particular decision.</li> <li><input type="checkbox"/> Know when intuition should &amp; shouldn't play a key role in a decision. Using the appropriate balance of Intuition and reason for different types of decisions.</li> <li><input type="checkbox"/> Creating healthy dialog &amp; debate to generate alternatives &amp; look at a decision from different angles.</li> <li><input type="checkbox"/> Making decisions related to:               <ul style="list-style-type: none"> <li>o Strategies and tactics</li> <li>o Increasing revenue and profitability</li> <li>o New product development</li> <li>o Investments in existing products/solutions</li> <li>o Markets/customers</li> <li>o Managing risk</li> <li>o Ensuring compliance &amp; consistency</li> <li>o Budgets</li> <li>o Project planning and execution</li> <li>o Problem identification/problem solving</li> <li>o Hiring/firing</li> </ul> </li> </ul>

