

Programme Duration : 2 or 3 Days

COURSE DESCRIPTION:

What is the *single most valuable* skill in business; the *ability* for which organisations are prepared to *pay* large sums of money; the *attribute* that makes an employee valuable and *that* ensures success?

Good judgement, of course — THE ABILITY TO MAKE THE RIGHT DECISIONS.

Profitability, sales, efficiency, or any other major business goals can only be met by making decisions that are - sensible, sound, clear and carefully thought out.

Business Decision Making is often a reflection of what has worked in the past, of what can be safely quantified, and of what is felt to be comfortable. Reliance on past experience limits our capacity to see each problem in a fresh light, to devise innovative and appropriate solutions and to explore uncertain terrain. In the fast changing world that we have to operate in, *past experience is not enough* – we need to acquire CREATIVE CAPABILITIES.

OBJECTIVES:

Creative Decision Making Workshop is designed to help any person become a more effective decision maker. It provides both the rational approach and the creative tools needed to deal with situations where precedents and past experience does not exist, thus allowing the participants to have greater awareness of their potential. Participants learn to access untapped mental resources to create effective decisions to innovate on the job. On completion of this programme they will be able to:

- Explain how *personal effectiveness* in decision making can be affected by the changes in the work environment today.
- Organise and carry through decisions using a four *phase model*
- Differentiate *left and right brain thinking* and apply each to various parts of the decision making process
- Use right brain tools such as *Refining, Visioning* and *Attuning* to enhance creativity
- Identify the effect of the dimensions of the *Information Openness, Uncertainty Coping, and Risk Acceptance* decision making
- Use dimension tools such as *Decision Framing, Value Aligning* and *Risk Analysis* to eliminate barriers
- Plan individual development in decision making based on their Decision-Making Profile and on class interaction
- Covers the area of *Paradigm Busting* and how to make it work for you

WHO SHOULD ATTEND:

Managers and Senior Managers who are involved in making the right business decisions that will increase sales, profitability or any other major business goals.

METHODOLOGY:

This programme uses a combination of training aids and methods such as lectures, activities, exercises and group discussion to enhance learning. The learning process is experiential and highly interactive.

COURSE OUTLINE/CONTENTS:

MODULE 1: INTRODUCTION

- Creativity - definition
- Advantages of Experience - based Decisions
- Drawbacks of Experience - based Decisions

MODULE 2: PARADIGMS

- Paradigms - Summary
- Paradigms are Useful
- Paradigms at Work

MODULE 3: CREATIVITY

- Four Creative Capacities:
- Information Openness
 - Uncertainty Coping
 - Risk Acceptance.
 - Brain Holism
 - Left Brain - Right Brain Functions

MODULE 4: THE PROCESS

- The four Phases
- The four Phases & The Creative Capacities
- Personal Development
- When to Use Creativity
- Decision Style
- Group Decision Making

MODULE 5: IDENTIFY

- Outcome Thinking
- Nine Dots
- Paradigm Check
- Areas of Potential Conflict
- Double-loop Learning
- Information Openness - Exporting Software
- Decision Framing

MODULE 6: SEARCH

- Personal Development Plan
- Circles and Letters
- Splitting Generative & Evaluative Thinking
- Positioning
- Idea Generation
- Redefining
- Visualising & Depicting
- Analogising - Playing the Violin
- Bionics
- Personal Development Plan

MODULE 7: EVALUATE

- Reasons why.... "it won't work"
- Value Aligning
- Choosing a Supplier
- Pro's and Con's
- Feeling Check
- Making an Informed Choice
- Evaluating : A 3-step Process
- Gathering Comparable Data
- Criteria Profiling
- Uncertainty Coping - Threshold Setting
- Personal Development Plan

MODULE 8: SELECT

- Working with the Market
- Taking Risk
- Risk Clarifier
- Testing
- Planning
- Managing Change