



The Transforming Leader

Dealing with cognition, stance, dilemmas, complexity and integration.

Every day executives make innumerable decisions – some mundane, some momentous and some that will determine the very survival of their businesses or their careers. It is not just about inputs and outputs but outcomes. Intuition guides decision making but mind-traps can impair effective outcomes and can keep you from accepting vital data that contradicts what you think you already know.

This course explores the cognitive stance decision makers hold and helps participants make decisions that produce better, more inclusive outcomes for themselves and their organisations by providing frameworks and developing insight into the assumptions on which decisions are made. This experiential based programme allows time to apply, reflect and review so that you develop a deeper self-insight (vertical learning) into your own cognitive processes that drive decision-making thinking that can be applied to your own work situation and the dilemmas you face. You will acquire the tools to identify accurate, reliable information to make and deploy sound decisions that will position your business for success.

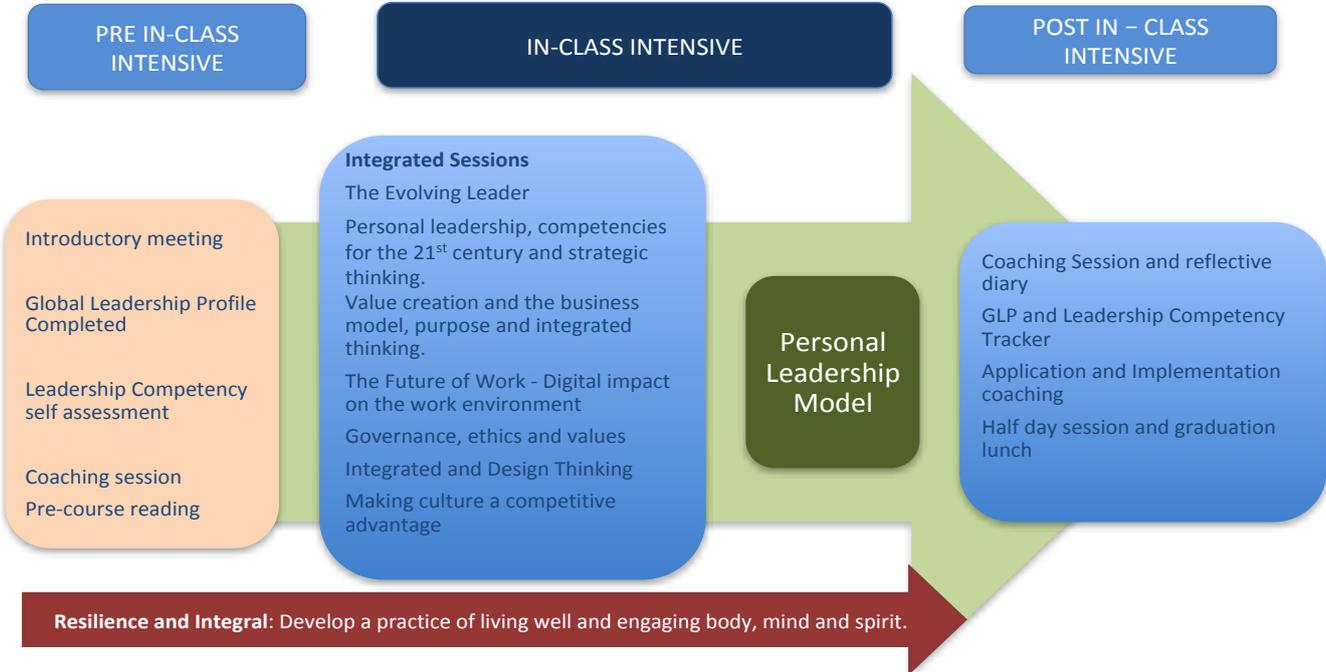
The course has an emphasis on integrated thinking adopting a learning-by-doing philosophy. It uses illustrations of real-world decision applications in organisations and employs case studies and role-playing to broaden participants’ skills in decision-making.

What you will gain from this course:

Participants will increase their strategic decision making capabilities on several fronts:

- Learn robust frameworks for analysing decisions with multiple objectives, dilemmas, trade-offs and uncertainties.
- Gain hands-on experience on framing strategic objectives, value trade-offs and various outcomes that may arise.
- Learn how to think through strategies and choose high-value strategic options.
- Master the key principles of behavioural science for strategic decision-making.
- Learn how to better tackle problems that are hard to solve analytically, due to lack of time, data, computational ability, or too much information.
- Become alert to systematic cognitive biases and traps and learn how to overcome them.
- Make better intuitive judgments in strategic decisions.

The Transforming Leader - Course Overview



A step beyond traditional

Traditional courses on strategy focus on environment analyses and rational positioning strategies – the horizontal knowledge approach. This approach neglects that each organisation is unique, with its own strategic objectives, capabilities, nuances and strategic options – and that strategic decision-making is based on mind set at the core of any successful strategizing process.

For these reasons our approach is focused on enhancing strategic decision-making capabilities, recognising that both analysis and intuition are necessary for high quality decision-making. It integrates the decision maker's cognition with decision-making frameworks and gets participants to apply it to their own environment. Each session starts with a review of the application by participants and discussion of the thinking and alternatives. We then move to explore new frameworks and case studies and finally organisation application.

The course content is engaging and challenges existing mind-sets. On completion you will be aware of how biases can creep into the decision-making process and how others are being blindsided by their biases and how to apply adaptive change.

PROGRAMME FEATURES:

- Experiential learning, group conversations and learning by applying to own work situations.
- Opportunity for interaction in and outside the classroom with participants whose real-world experience spans the globe.
- Time for individual reflection/development of a personal action plan and in-company application — so that knowledge learned is immediately related to individual roles, functions and companies.
- Explore adaptive and technical change strategies.

SNAPSHOT OF TOPICS:

- Cognitive biases in judgment and decision-making.
- Develop a more inclusive culture.
- Think fast and slow - short-term thinking that imperils your long-term interests.
- Integrative reporting and integrative thinking.
- Identify outputs and outcomes of decisions. Cognition, dilemmas and better decision-making.

KEY TAKEAWAYS:

- Acquire tools and frameworks for making better decisions, better engagement and better outcomes.
- Anticipate biases that get in the way of good decisions – be more inclusive.
- Make effective decisions without fear in the face of risk and uncertainty.
- Understand how human decision biases create opportunities to influence people.
- Link leadership action logic to organisation transformation and culture.

WHO SHOULD ATTEND:

Existing directors, chief executives, senior organisation leaders / managers, up and coming leaders who expect to be making decisions that impact the success of their functions or organizations.

LEADERSHIP CIRCLES:

This programme is offered as a public programme using the leadership circle concept where a maximum of 12 people attend each course. This optimises learning and discussion between leaders to enrich knowledge.

CUSTOM PROGRAMME:

For companies requiring a more specialized approach, we also offer customized programmes that address specific organizational challenges and goals but will use the executive circles experiential, learning format.

INVESTMENT:

The programme costs \$5 000 per participant plus trainer's travel and accommodation outside Auckland. Should you want to discuss an in-company programme please contact me.

Register and state your interest by contacting:

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