



Problem Solving & Decision Making

Overview

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Problem Solving & Decision Making

1. Introduction

What determines success – whether for manager or company: the quality of decisions – all actions are simply the result of decisions made by managers. These skills are absolutely fundamental.

This course is normally preceded by a questionnaire for delegates to complete to provide an insight into their preferred thinking styles. At the start of the course we consider the individual profiles of delegates to gain an understanding of how these thinking patterns impact perception and decision making. We also examine the influence of intuition and emotion as part of a broader practical study of how our brains actually work.

The core of the course consists of tools and techniques for generating and evaluating options and moving from commitment through to action. There are obstacles at each stage of this process and we consider how these can be avoided and overcome.

Delegates will also gain experience using a number of integrated approaches such as systems thinking, causal mapping, visible thinking and mindmapping.

Finally, delegates will focus on effective problem solving and decision making in a group context.

2. Who will benefit

All managers!

3. Course Outline

- **The benefits of effective decision-making**

How managers make decisions has a major impact on how they are perceived by their staff and so their overall effectiveness as a leader

- **Personal styles and Self awareness**

- Recognising that we all have a filtered perception of the world and fall prey to habitual thinking patterns that may not be conducive to good decision-making
- Thinking styles and how they impact approaches to decision making
- Decision Making style questionnaire and personal implications

- **Process of effective decision making**

- gaining a true understanding - is there a problem? (techniques such as Pareto)
- context – values, goals, motivators, strategy
- generating options – increasing the chances of making the right decision (using techniques such as Lotus Blossom, Affinity Mapping, 6 Hats, Da Vinci Matrix)
- evaluating alternatives and selecting (using techniques such as Weighted Matrix, Probability and Decision Trees, Forcefield, PMI)
- acceptance (true internal commitment)
- action

- **Barriers to effective decision making**

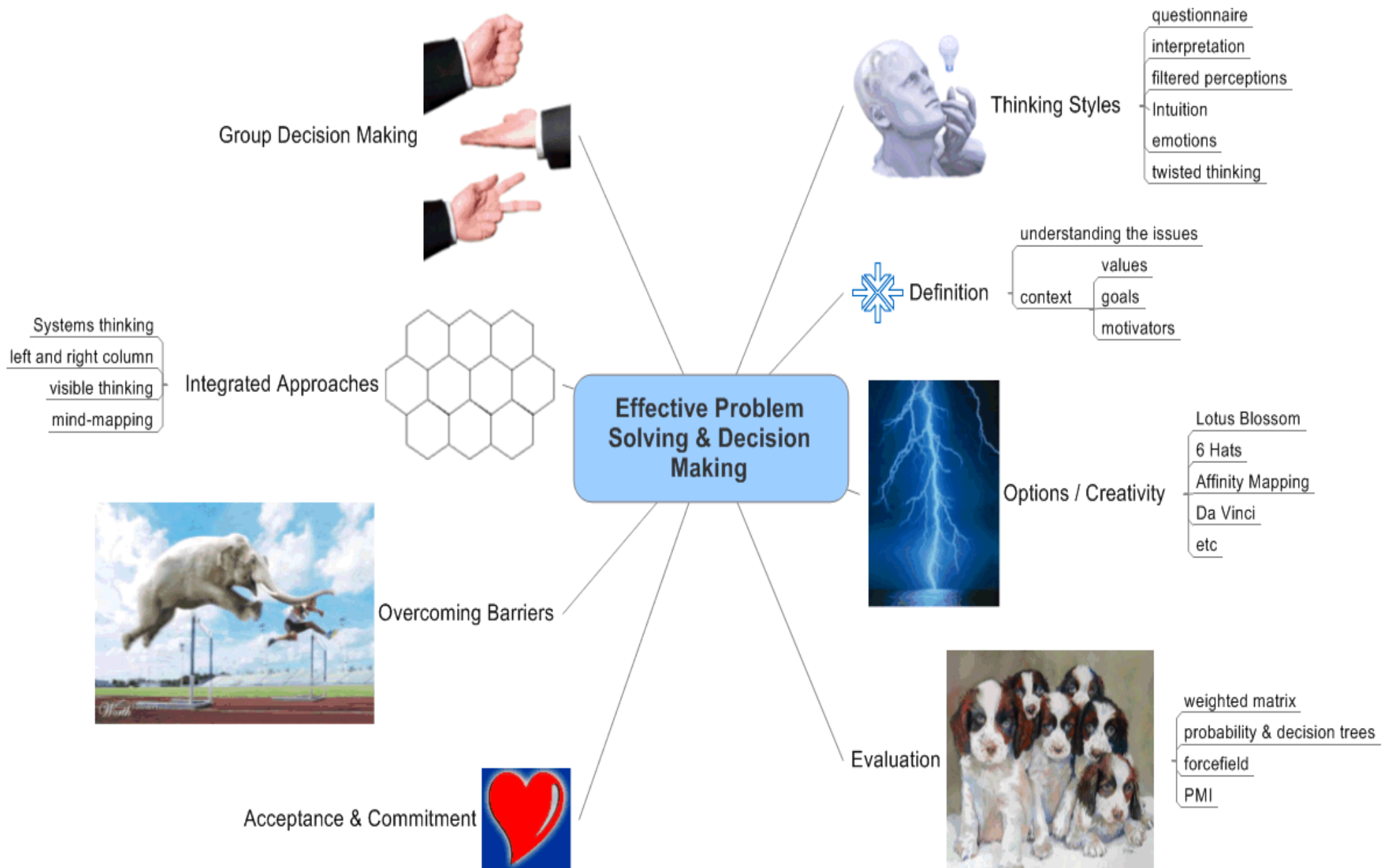
- **Integrated approaches**

- Systems thinking
- left and right column thinking
- visible thinking
- mind-mapping

- **Intuition – putting the unconscious to work**

Intuition questionnaire

- **Group / team decision-making – participation = commitment**



4. Paul Taylor – Lead Facilitator

Qualifications & Memberships

- MA in law, Oxford University
- MBA, City University, London
- Member of the Chartered Institute of Marketing
- Member of the Institute of Management Consultancy
- Accredited facilitator on Ericsson Leadership programme

Career

- 18 years' experience as a consultant and trainer
- Marketing Manager, FTSE 100 company

Experience

- accredited facilitator on the Ericsson global leadership programme, delivering in over 10 countries to 20 different nationalities over a five year period; development and delivery of two-day finance module for Ericsson managers and strategic marketing programme
- the design (including train-the-trainer workshops) and delivery of training programmes for ntl: Telewest / Virgin Media
- strategic management courses designed and delivered for Oxford University Press
- marketing communications and marketing effectiveness courses designed and delivered for Cisco
- four-day business management programme (customer focus, strategy, finance and business planning) designed and delivered for civil engineering firm May Gurney
- finance for non-finance managers and value-based marketing courses designed and delivered for Centrica
- consultancy and project management relating to the promotion of UK Online for Business and Best Practice initiatives for the dti
- lecturing on the Chartered Institute of Marketing postgraduate diploma