



EXECUTIVE DECISION MAKING | Program Topics

The Executive Decision Making program curriculum covers the following topics:

Topic 1 | Thinking Critically About Information

- Distinguishing between trivial and vital data
- Experiments vs. observational data
- A/B testing and experimental design
- Balancing the interests of different stakeholders

Topic 2 | Rational Decision Making

- Tools for rational decision making
- Thinking through uncertainty and probability
- Assessing risk and reward with expected values
- Using pre-mortems to anticipate and prevent future disasters
- Thinking through complex contingencies
- Applying rational tools in complex organizations

Topic 3 | Avoiding Decision Mind Traps

- Biases in judgment and decision making
- Common problems with how people collect, analyze, and interpret data
- Cognitive shortcuts that inhibit the decision-making process
- Short-term thinking that imperils your long-term interests

Topic 4 | Sustainability and Long-Term Decision Making

- Thinking about the larger goals of your business
- Understanding the relationship between sustainability and strategy
- Trading off competing interests
- Anticipating the downstream consequences of your decisions

Topic 5 | Effective Decision Making in Practice

- Changing habits of mind that aren't serving you
- Changing dysfunctional organizational routines
- Coaching those with whom you work to help them make better decisions
- How effective decision-making strategies affect the qualities of a good leader
- Applying these lessons in daily life