

# Problem Solving and Decision Making

**Duration:** 4 Hours

## Course Description:

Critical thinking – the application of scientific methods and logical reasoning to problems and decisions – is the foundation of effective problem solving and decision making. Critical thinking enables us to avoid common obstacles, test our beliefs and assumptions, and correct distortions in our thought processes. Gain confidence in assessing problems accurately, evaluating alternative solutions, and anticipating likely risks. Learn how to use analysis, synthesis, and positive inquiry to address individual and organizational problems and develop the critical thinking skills needed in today's turbulent times. Using case studies and situations encountered by class members, explore successful models and proven methods that are readily transferable on-the-job

## Course Objectives:

- Choose and apply appropriate problem solving and decision-making processes and methods
- Identify common obstacles to effective problem solving and decision making
- Recognize the human variable in problem solving and decision making
- Assess major conceptual blocks and significant situational challenges
- Apply concepts to enhancing personal development and organizational performance

## Course Outlines:

### Organizational Models of Decision Making

- Rational
- Bureaucratic
- Political
- "Garbage Can"

### Levels of Decision Making

- Strategic
- Management Control
- Knowledge - based
- Operational

### Problem Solving and Decision-Making Steps

- Define the Problem
- Generate Alternatives
- Evaluate Alternatives
- Decide
- Set Objectives
- Detail Action Plan
- Implement
- Follow up

### Decision Making Techniques

- Pareto Analysis
- Paired Comparison Analysis
- Grid Analysis
- Decision Trees
- PMI
- Force Field Analysis
- Six Thinking Hats
- Cost-Benefit Analysis
- Multivoting
- Decision matrix

### Four Main Decision-Making Strategies

- Rational Decision-Making Model
- Intuitive Decision-Making Model
- Recognition Primed Decision-Making Model
- 4. Ultimate Decision-Making Mode

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