

Thinking Fast

An Introduction to Critical Thinking and Decision-Making

If leaders can embrace the responsibility for making good, fast, frequent decisions, and can do so better than their competitors, they'll have an important strategic advantage. This is simple enough to say, but how can a decision maker rapidly assess a situation, gather needed information, consider it thoroughly, and reach an intelligent conclusion? How can one make good, fast, frequent, winning decisions?

This course offers a four-step process designed to help you make smarter decisions for today's fast-paced business world. Learners will explore how to make a quality decision using a four-stage framework, and then apply it to the Todd Racing Case—and discover how teams get tripped up in their decision-making about that case.

Developed in Partnership with



Learners will:

- See how to assess decision-making quality
- Understand how your personal and organizational frames guide your decisions, and how to manage those frames
- Explore considerations for data collection and how to manage bias
- Examine how group dynamics impact decision-making
- Discover processes for learning from successes and failures

Author



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Course Outline

DAY 1

What is a Quality Decision?

- Todd Racing Case
- What Will You Do?
- Focus on the Process
- The Four Stages of Effective Decision-Making

DAY 2

Stage 1: Framing

- Framing
- Framing in Action
- Blind Spots
- Framing Decisions
- From Simulation to Real World: Todd Racing's Reveal

DAY 3

Stage 2: Gathering Intelligence

- Your Estimation Ability
- The Impact of Our Information Bias
- Your Estimation Ability
- Recommendations for Gathering Intelligence

DAY 4

Stage 3: Coming to Conclusions

- The Process, The People & Courage
- A Pyramid of Approaches
- Which Approach Was Best Suited for Todd Racing?

DAY 5

Stage 4: Learning from Experience

- Decision-Making Toolkit
- Summary and Application
- Interactive Capstone