

# **STRATEGIC DECISION MAKING FOR MANAGEMENT**



**GENTEX<sup>®</sup>**  
TRAINING CENTER



## Introduction

Strategic Decision Making for Management Training Course prepares managers to make sound choices that hold up under scrutiny and time. Participants learn how to define the real problem, gather the right evidence, and compare options without losing sight of strategy. The program combines decision frameworks with practical work on appraisal, risk, and team decision-making. As a result, learners gain a dependable method for choosing when information is incomplete. Furthermore, the course strengthens critical thinking, accountability, and the ability to bring a team to a clear decision.

## Strategic Decision Making for Management Course Objectives

- Define management decisions precisely and separate cause from symptom.
- Apply the rational decision model and the Cynefin framework to different decision types.
- Use decision matrices, weighted scoring models, and multi-criteria decision analysis.
- Apply cost-benefit analysis and break-even analysis to operational choices.
- Recognize and reduce cognitive biases such as anchoring, confirmation bias, and groupthink.
- Use pre-mortem analysis and devil's advocacy to challenge assumptions.
- Apply risk assessment with risk matrices and risk registers to decisions.
- Set decision criteria and evaluate options against agreed standards.
- Apply RACI and decision rights frameworks to clarify managerial accountability.
- Document decisions with rationale, assumptions, and review points.

## Course Methodology

- Interactive sessions built on real management decision cases.

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- Workshops on decision matrices, weighted scoring, and criteria setting.
- Group exercises on bias awareness and structured challenge.
- Hands-on practice with pre-mortems, risk registers, and decision records.
- Simulation of team decisions under time and resource pressure.
- Facilitator feedback and peer review on decision documentation.

## Who Should Take This Course

- Managers, team leaders, and supervisors at all levels.
- Department heads and functional managers.
- Project and program managers making delivery decisions.
- Operations, quality, and service managers.
- Analysts and advisors supporting management decisions.
- Professionals moving into roles with greater decision authority.

## Strategic Decision Making for Management Course Outlines

### Day 1: Foundations of Managerial Decision Making

- What makes a decision strategic versus routine.
- The rational decision model and its practical limits.
- Bounded rationality and satisficing (Herbert Simon).
- The Cynefin framework: simple, complicated, complex, chaotic.
- Problem definition and separating cause from symptom.
- Decision quality versus outcome quality.
- Case study: analysing a decision that went wrong.





## Day 2: Evidence, Criteria, and Option Appraisal

- Gathering and validating evidence for decisions.
- Setting decision criteria and weighting them.
- Decision matrices and weighted scoring models.
- Cost-benefit analysis and break-even analysis.
- Multi-criteria decision analysis for competing objectives.
- Sensitivity analysis and testing key assumptions.
- Workshop: appraising three options against agreed criteria.

## Day 3: Cognitive Bias and Critical Thinking

- Anchoring, confirmation bias, availability heuristic, and framing.
- The sunk cost fallacy and escalation of commitment.
- Groupthink and pressure to conform in management teams.
- Pre-mortem analysis and prospective hindsight.
- Devil's advocacy and structured challenge techniques.
- Questioning assumptions with disciplined inquiry.
- Exercise: running a pre-mortem on a live decision.

## Day 4: Risk, Team Decisions, and Accountability

- Risk assessment with risk matrices and risk registers.
- Decision-making under uncertainty and probability thinking.
- Facilitating team decisions and managing dominant voices.
- RACI and decision rights for clear accountability.
- Escalation criteria and delegated decision limits.

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- Managing decisions across functions and priorities.
- Simulation: a cross-functional management decision.

## Day 5: Documentation, Communication, and Learning

- Decision records: rationale, alternatives, and assumptions.
- Setting review points and decision audit trails.
- Communicating decisions clearly to teams and stakeholders.
- Learning from outcomes without hindsight bias.
- Building a decision-quality culture in teams.
- Ethics and accountability in managerial choices.
- Capstone: presenting a documented management decision.

## Conclusion

By successfully completing Strategic Decision Making for Management, participants will gain a practical method for defining problems, appraising options, and countering the biases that weaken judgement. They will acquire skills in decision criteria, risk assessment, team facilitation, and decision documentation. Gentex Training Center designs the program to help managers make choices they can explain, defend, and improve on.

## FAQs

**Q1 What is the "Strategic Decision Making for Management" course about?**



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It teaches managers a structured method for making decisions when information is incomplete and consequences matter. The course covers problem definition, criteria setting, option appraisal, bias reduction, risk assessment, and decision documentation for day-to-day management choices.

## Q2 What are the key benefits of the "Strategic Decision Making for Management" course?

You gain a dependable process that improves decision quality, not just results. The course reduces bias-driven mistakes, sharpens option comparison, speeds up team decisions, and helps you explain and defend choices clearly to staff, peers, and senior management.

## Q3 What skills will I gain from the "Strategic Decision Making for Management" course?

You will develop four core skills: problem definition and decision structuring, option appraisal with criteria and scoring, bias recognition and critical thinking, and risk assessment with team decision facilitation and documentation.

## Q4 What tools, methods, or standards are covered in the "Strategic Decision Making for Management" course?

The course covers the rational decision model, the Cynefin framework, decision matrices, weighted scoring models, multi-criteria decision analysis, cost-benefit analysis, break-even analysis, sensitivity analysis, pre-mortem analysis, devil's advocacy, risk matrices, risk registers, RACI, and decision rights frameworks.





## Q5 How is the "Strategic Decision Making for Management" course applied in real-world practice?

Participants apply it to real choices such as approving a budget increase, selecting a supplier, changing a service process, and resolving a resourcing conflict. The same methods support management review meetings, escalation papers, and post-decision learning reviews.