

Decisiveness (Decision Making)

OLC Course Recommendations

Competency Definition

Makes well-informed, effective and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.

OLC Component Titles

Decisions and Risk

COURSE TSA-PD-DECISIONRISK-0001

Description: Your success as an organizational leader depends on your ability to make decisions. Even though you may have extensive experience making tough business choices, a constantly changing business environment demands relentless skill improvement. This course sheds light on the decision-making process by moving from practical methodologies to decision-making intelligence. Build both quality and commitment into your decision-making process by incorporating the information in this course. **Duration=2.0**

Dynamic Decision Making

COURSE TSA-PD-DYNAMICDECISION-0001

Description: Your decisions determine your life. Nowhere is this simple statement so unabashedly evident as in today's business world. Made consciously or unconsciously, your decisions represent the fundamental tool you use in facing the opportunities, challenges, and uncertainties of life. It's not a case, however, of -make a decision, any decision.- The increased complexity and competition of the 21st century marketplace calls for dynamic decision making--the kind of decision making that significantly boosts productivity. The objective of this course is to turn you and others in your organization into dynamic decision makers. You'll gain the skills necessary to avoid the psychological pitfalls that adversely affect decision making. You'll hone your decision-making ability in risky and uncertain circumstances. You'll walk away from this course with concrete and powerful decision-making tools, both rational and statistical. When you use the decision-modeling techniques presented here, you'll enjoy enhanced accuracy and, hence, business confidence. Then, with these strategies in hand, you'll explore ways to better make decisions even when you're working with others who aren't completely "on your side." It's true that decisions determine your life. It's time now to better determine your decisions.

Duration=2.5

Ethical Decision Making

COURSE TSA-PD-ETHICDECMKNG-0001

Description: What is an ethical decision? Many studies show that businesspeople have an intuitive understanding of right and wrong, but that they find difficulty in explaining their judgments. This course provides the conceptual framework for discussing business ethics and the tool kit for making ethical decisions. **Duration=3.5**

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Foundations of Effective Thinking

COURSE TSA-PD-FNDEFFECTIVTHINK-0001

Description: Albert Einstein once remarked that -the significant problems we face cannot be solved at the same level of thinking we were at when we created them. - It necessarily follows that you must raise your own level of thinking in order to solve pressing business problems and make effective decisions. In this course, you'll explore how to think about the most critical business skill of all--thinking itself. You'll first learn about the counterproductive thinking patterns and tendencies most people naturally fall prey to. You'll then discover how these largely intuitive tendencies manifest themselves in problem-solving mind-sets and decision-making styles. Finally, you'll take the necessary steps to neutralize ineffective thinking habits and instead practice dynamic and results-oriented thinking strategies. The result? You'll become a better thinker, someone who can apply these new-found techniques to achieve organizational goals within the current climate of great institutional change. **Duration=3.5**

Framing the Problem

COURSE TSA-PD-FRAMEPROBLEM-0001

Description: When you frame a picture, you intend for the viewer to examine everything within that border. Problem framing is similar in that you must not only consider what objectively makes up the problem itself but also what subjective tendencies influence your view of the situation. This course is designed to help you effectively frame problems so that you're sure your line of sight is aimed straight toward the solution. You'll discover how to recognize and gather information about a problem so that all contingencies are accounted for and all subtleties considered. You'll learn how to uncover the various assumptions, both conscious and unconscious, that are typically made about problems. After identifying these assumptions, you'll be able to tell the productive ones from the nonproductive. You'll also explore specific strategies for getting to the heart of any problem and learn dynamic techniques for framing that problem so that success is greatly enhanced. In the end, your ability to frame problems will be museum-quality. **Duration=3.0**

Generating Alternatives in Problem Solving

COURSE TSA-PD-GENALTPROBLEMSLV-0001

Description: When faced with any problem, it's tempting, especially in today's frenzied business atmosphere, to either take the easiest route or rely on the old tried-and-true methods. But how many times have you taken a certain action and realized afterward that you had more options than you realized? Now more than ever, today's business world is complex and multifaceted. As a positive result of that complexity, however, you can enjoy the benefits of increased opportunities in problem solving. This course is designed to equip you with numerous and productive alternative generation strategies that will enable you to draw from a pool of expanded options. By so doing, you'll better recognize and act on the best possible business choice. You'll explore ways to begin generating alternatives and get into the flow of enlarging your store of possible solutions. Using both rational and creative approaches to problem solving, you'll be sure that no good idea is left unnoticed. And even when you get stuck, when that rut becomes tiresomely deep, you'll be able to right your course by using the dynamic strategies provided here. Options and alternatives are valuable commodities to possess. Get ready to take them to the bank. **Duration=2.5**

Implementing and Evaluating a Decision

COURSE TSA-PD-IMPEVALDECISION-0001

Description: You've made your decision after careful and considered thought. The deal is done, right? Not really. Your decision, no matter how considered and creative, won't walk out on its own two legs and implement itself. It's time to nurture your decided course of action and then evaluate its effectiveness. This course will help you do just that. And you'll do it in a way that will better ensure the success of your present decision and those decisions yet to come. After all, no decision is an island: You need to build on

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past achievements as well as learn from previous mistakes. In this course, you'll first explore how to act on your decision in a way that optimizes its chances for acceptance and success. Once your plan is underway, you'll also know how to manage that decision so that your effective results don't wither on the vine. Lastly, you'll find out how to evaluate the soundness of your decision so that related business methods can be refined and enhanced in the future. By establishing this feedback loop for success, you'll better reach your goals, reduce wasted time and money, and avoid much worry and regret.

Duration=3.0

Problem Solving and Decision Making in Groups

COURSE TSA-PD-SOLVDECISIONGRP-0001

Description: To be in business means to be on a team. Every team, even if it's an informal group, convenes for one purpose--to solve problems and make decisions. In today's business world, effective business groups and teams are a key ingredient in success. By skillfully overcoming problems and making productive decisions, you'll turn your group into a community of success. In this course, you'll learn the skills necessary to first set the stage for group problem solving and decision making by recognizing the components of an effective team. You'll explore valuable strategies for improving group effectiveness, strategies that will enable you to move past groupthink and other obstacles and on to team productivity. You'll also learn how to better diagnose problems within a group setting, and then generate dynamic alternatives based on your diagnosis. Finally, you'll explore concrete ways to select the best option and make a wise, lasting business decision. You can't go it alone. This course will show you why and how to make the most of the advantages inherent in group problem solving and decision making.

Duration=2.5

Risk Basics

COURSE TSA-PD-RISKBASICS-0001

Description: In today's management revolution, risk is an inherent factor. Your success depends upon an ability to understand and operate in a mine field where opportunities abound, but disaster could strike at any moment. Avoiding disaster is no longer left to luck, but is carefully controlled through risk management. The information presented in this course on risk and hedging techniques are vital survival tools for today's corporate environment. When the task is difficult and the risk is real, how comfortable are you? This course can bolster your management and leadership abilities by increasing your comfort level with risk management. **Duration=2.0**

The Role of Critical Thinking in Organizations

COURSE TSA-PD-CRITHINKORG-0001

Description: In the organizational arena, applied critical thinking skills provide an essential foundation for all effective planning, problem-solving, and decision-making activities. Employees who can analyze and reason consistently and proficiently furnish a cost-efficient resource that results in a distinctive competitive advantage. Workers who are skeptical of quick fixes and operational dogma pay attention and generate productive ideas. They are intellectually competent to chart new directions. This course introduces the basic concepts, features, and skills associated with critical thinking and explains the roles and propagation of critical thinking in the workplace. **Duration=4.0**