

Leadership Decision Making under Complex Conditions

Business revolves around making decisions, often risky decisions, usually with incomplete information and too often in less time than we need. Executives at every level, in every industry, are confronted with information overload, less leeway for mistakes, and a business environment that changes rapidly. In light of this increased pressure and volatility, the old-fashioned ways of making decisions—depending on intuition, common sense, and specialized expertise—are simply no longer sufficient.

In a long term study on the VUCA skills of leaders (#2057), asked to describe a general decision making process for resolving ill structured real life dilemmas, only 54.5% described an actual decision making process—one that minimally involved problem identification, data gathering, and a decision making or implementation step. Most of the remainder either limited themselves to gathering information, then making a largely intuitive decision, or simply describing an implementation process (as though a decision had already been made). Although 35% recognized that the organizational culture, process, structure, or other context may have played a role in creating the problem described in the dilemma, only 7.9% described one or more specific ways in which the culture or context could have contributed to the problem.

So how can leaders, executives and consultants make decisions that match today's complexity, taking and coordinating many different viewpoints? And, indeed, how do you make decisions in VUCA conditions when the outcome is necessarily uncertain and cannot be predicted.

CONTENT:

In this workshop we focus on the different skills necessary for linear decision making as opposed to skills needed in VUCA conditions. We learn about virtuous cycles—iterating positive feedback loops, distributed decision making in participative environments, and focus on capacity building in the following areas:

- collaborative capacity: the ability to bring together diverse perspectives to develop inclusive, innovative, and effective solutions,
- contextual thinking: the ability to consider problems in terms of the broader systems and contexts in which they are embedded, and
- formal decision making processes: The decision-making process scale focuses on the nature of your decision-making goal and the general process you employ to achieve it.

METHODS:

- Interactive lecture on decision making with various dilemmas
- Individual reflections, peer exercises
- Presentation of various processes

- Target audience: Senior executives with responsibility for larger organizational leaders Units, Decision makers at all organizational levels
- Faculty: Anne Caspari & Johann Entz-von Zerssen, Experts in Leadership Development, Coaching & Sensemaking
- Language : English or German
- Investment: 800,- Euro
- Dates: 09.30 - 17.30 o'clock, date TBA
- Location: Cocreation Loft Berlin
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