Making Critical Decisions under Conditions of Uncertainty

As the only program of its kind in this country Making Critical Decisions under Conditions of Uncertainty provides a unique insight into the relationship between uncertainty and the way we make decisions. The result of over 3 years research and development it has been tested at Executive levels of domestic and international law enforcement agencies, national security agencies, the Commonwealth Public Service and the private sector.

The program takes a multidisciplinary approach to the issue of uncertainty and draws on the latest research from fields including neuropsychology, problem solving, cognitive processing, intelligence analysis and social influence. It has been designed to challenge participants and has been described by many as the most testing thing you can do in a training environment.

This program is for serious people who are required to make serious decisions in less than favourable circumstances.

Learning Objectives

- Explain the relationship between confidence and uncertainty
- Understand the primary causes of uncertainty
- Recognise the intuitive(hidden) strategies the brain uses to mitigate uncertainty and explain how they can impede valid decision making
- Recognise the effects of exceeding an individual’s upper and lower threshold for uncertainty
- Use tools and strategies for dealing with uncertainty
- Understand how to mitigate the effects of uncertainty in making evidence based decisions
- Explain the linkage of Decision Making to the other Human Skills
- Understand how biases impact on decision making
- Discuss the critical attributes in making a decision
- Explain the difference between programmable and un-programmable decisions
- Understand different theories of decision making
- Apply decision making theory
- Make more defensible decisions
- Influence how others make decisions

Some feedback:

- Awesome program, one of the best attended, felt like I was treated as an adult, obvious expertise & relevant research. I think we need to better understand the criteria of Executive & Minister to better tailor briefs/decision making to meet needs. I think if we can put in place a common language re: decision making & problem solving that would be useful and discuss biases.
- With no pre-conceptions, I found this challenging, confronting, insightful, & inspiring. Quite a number of 'holy cow' moments. Thank you.
• Excellent course, provided insight into the reasons that make decision making difficult e.g. not agreeing on the criteria at the start, not communicating the criteria. Useful, simple framework to use for decision making.
• The course helped me with a good framework for critical decision making. The best parts for me were the impact of bias in my decision making. The course was of a good pace and the content was interesting.
• Overall I found the program very enjoyable. The content at times was challenging however very relevant to the learning outcomes. Program very worthwhile if delivered to a number of people in workplace to instil a common approach.
• The course has given me tools to better explain my decisions and breakdown/tease out the important criteria for the actual decision to be made. It kept me engaged and provoked thinking. Thank you!
• Challenging material but I think I got the gist, and at least a few tools that will help me with decision making. Some of my colleagues were clearly not up for the challenge; I would suggest that this course be pitched at leaders that demonstrate capacity for such concepts.
• Excellent framework for decision making and this was evident through the course examples.
• One of the best courses I have undertaken for a very long time. Reference to work situations was high and helped me with several issues. Thanks.
• Excellent use of examples and scenarios from diverse settings, exemplifying how decision making principles are transferable to any situation.
• Very good course which maintained my interest throughout. Framework provided to help understand how we make decisions which I didn't have previously. Material good. Format of group work well done.
• Course was nothing like I expected it to be. I'm very pleased with the value I got out of it.
• Good techniques around critical thinking & bias.
• Finally, a way to add some structure & rigour to the decision making process. 'Defensible is the word.
• More detail prior to the course would have been helpful.
• I'll definitely go back and apply what I've learnt - look for opportunities. Be useful if Business Integrity Exec endorsed the criteria method and actively asked for it, valued it and became common language.
• The change required in my decision making process was not evident prior to this training. The level of thinking & retraining of the way I approach decision making needs to be a focus over the coming months to compound and build on the skill. There are elements that I can transfer to my team to adjust the contribution to my decision making. A highly valuable course which needs to be followed up further including the expectations of our managers & what they require of us in their decision making.
• The practical exercises were excellent in highlighting the risk of assuming too much. Interesting theory on decision making. The self-assessment tools were helpful in providing insight.
• Without doubt, this has been the most interesting and valuable course I have attended since joining the APS.
• I found the material insightful and with some practice may be able to apply it to my day job and other work I do.
• The insights I have gained regarding my bias and prejudices will be of great value in improving my decision making. Reinforcement through the exercises in terms of decision making versus problem solving, developing criteria etc. was very effective.
• A very interesting and sometimes challenging course. Stepping out of my comfort zone was difficult but rewarding. A new and novel approach to decision making which makes a great deal of sense.