

LEADERSHIP DECISION MAKING

SYLLABUS

June 2020

Written & Delivered By:



PEREGRINE

GLOBAL SERVICES

ACADEMICS • LEADERSHIP • PUBLICATIONS

LEADERSHIP DECISION MAKING

Overview

How you go about making a decision can involve as many choices as the decision itself. Sometimes you must take charge, and decide what to do on your own, but you do not want to appear autocratic to your team (particularly in situations where you need their input). At other times it is better to decide based on the group consensus, but this can use up precious time and resources. So how do you decide which approach is best?

Every leader needs to be able to make good decisions. A systematic approach to decision making allows you to bring consistency and order to a process that might otherwise feel idiosyncratic and instinctive. It can also help you to determine the most effective means of reaching a decision.

The purpose of this module is to teach the skill of leadership decision making.

Learners

This module is designed for anyone who desires to learn how to make decisions more effectively.

The module may qualify for Continuing Education Units (CEU) for professional certifications depending on the professional association.

Learning Outcomes

The learning outcomes for the module are as follows. With the completion of this module, learners should be able to:

1. Understand and apply unique decision-making methodologies.
2. Understand and apply the Ladder of Influence for leadership decision-making.
3. Conduct a 5-Why Analysis for decision-making.
4. Develop and apply a decision-making method that is appropriate to the situation.
5. Make ethical decisions.

Curriculum

<u>Section</u>	<u>Topics / Subtopics</u>
Section 1: The Vroom-Yetton Model	<ul style="list-style-type: none"> • The Vroom-Yelton Leadership Decision-making Model
Section 2: Other Decision Methods	<ul style="list-style-type: none"> • The OODA Loop • The Recognition-primed Decision Model • Paired Comparison Analysis
Section 3: The Ladder of Influence	<ul style="list-style-type: none"> • The Ladder of Influence • Focusing on Blind Spots Video
Section 4: A Leader's Guide to Decision-making	<ul style="list-style-type: none"> • 4 Styles of Decision-Making: A Leader's Guide • How to Conduct a 5-Why Analysis Video
Section 5: Ethical Decision-Making & Assessment	<ul style="list-style-type: none"> • Ethical Decision-Making • The Most Successful Leaders Do 15 Things Automatically, Every Day • Assessment

Readings

Llopis, G. (Feb 18, 2013). The Most Successful Leaders Do 15 Things Automatically, Every Day.
<https://www.forbes.com/sites/glennllopis/2013/02/18/the-most-successful-leaders-do-15-things-automatically-every-day/#1e045bfd69d7>.

Delivery

The module is delivered using Peregrine's Learning Management System (LMS) known as CMAD. Instruction is asynchronous with online learning activities.

Assessment

In each section, there are in-progress quizzes and short exercises to ensure understanding of the instructional content.

A completion certificate is issued when the learner obtains at least 80% on the final exam, which includes a question based on each learning outcome.

Hours and Articulation

Learner hours are shown in the following table. The hours are based on both the time within the module and time away from the module conducting application activities.

<u>Section</u>	<u>Hours</u>
Section 1: The Vroom-Yetton Model	0.5
Section 2: Other Decision Methods	0.5
Section 3: The Ladder of Influence	1
Section 4: A Leader's Guide to Decision-making	0.5
Section 5: Ethical Decision-Making & Assessment	0.5
Total Hours	3