LEADERSHIP DECISION MAKING:
OPTIMIZING ORGANIZATIONAL PERFORMANCE

HARVARD Kennedy School
Executive Education

THE PROGRAM

Leadership Decision Making: Optimizing Organizational Performance offers important new insights into leadership based on breakthrough scientific discoveries about decision making. The goal of the program is to teach participants the skills they need to become effective "decision architects" — leaders who can design optimal decision making environments within their organizations and improve overall organizational performance.

Tough decisions are the essence of leadership. Using the latest research, case study discussions, and real-time activities in the new Harvard Decision Science Laboratory, program participants will have the opportunity to examine both the scientific basis for and the practical aspects of

judgment and decision making, and learn how to build lasting leadership skills that incorporate this knowledge.

World-renowned Harvard faculty members will teach such topics as how to design optimal decision environments in your organization, how to communicate risk effectively, and how to avoid the emotional and cognitive pitfalls that can lead even the most experienced leaders to make mistakes. Participants will complete a professional decision making assessment and receive feedback to gain key personal insights that can sharpen their decision making ability. The program components will provide participants with essential tools for sound executive decision making in a risky world.

"The **Leadership Decision Making program introduced new areas of thought to me and I was surprised at my own biases that I didn't believe I had. Faculty Chair Jennifer Lerner completely commands her field, and her credibility and experience is amazing. The diversity of personalities, organizations, and geography among my fellow participants made the discussions and interaction very beneficial.**"

JO BROWN, CHIEF, PLANNING, ANALYSIS AND SUPPORT BRANCH, U.S. DEPARTMENT OF AGRICULTURE

THE CURRICULUM

Leadership Decision Making leverages the latest research in judgment and decision making, translating scientific discoveries into practical strategies through seminars, cases, and activities.

The curriculum focuses on eight areas that allow for the optimization of organizational performance:

» Reducing decision biases in your organization
» Coping with low-probability events
» Understanding the role of emotion in risk taking
» Designing smart accountability systems for judgment and decision making
» Improving negotiation
» Gaining support for decisions
» Communicating risk accurately and effectively
» Managing information overflow

The **Harvard Decision Science Laboratory**, opened in 2009, provides state-of-the art capability to study how people make judgments and decisions. This facility, unique among schools of public policy, enables researchers and practitioners to analyze the link between human physiology and decision making behaviors.

INDIVIDUALIZED FEEDBACK ON YOUR DECISION MAKING STYLE

This dynamic, interactive program includes the opportunity for professional decision making assessment in the Harvard Decision Science Laboratory, with the expert faculty tailoring program content to the dynamics and needs of each class. The laboratory assessment will give participants an opportunity to receive personalized feedback through an anonymous process and to compare their own data with societal and class averages.

Questions to be explored during the program include:

» How does emotion affect your decision making?
» What is your attitude towards risk?
» Are you susceptible to decision biases?

Participants will leave the program with new strategies and skills to advance their decision making processes and improve overall organizational performance.

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WHO SHOULD APPLY

The program is intended for senior executives in public, nonprofit, and private organizations who would benefit from identifying fundamental behaviors that affect judgment and decision making and from learning to structure decision making environments to reduce errors and biases. An important feature of the program is that it allows participants to interact with colleagues across sectors, helping them to understand the human dynamics that can make or break the structure of decision environments within their organizations.

ADMISSION

Leadership Decision Making is a one-week program offered each November at Harvard Kennedy School.

To apply for **Leadership Decision Making** or for details on program dates, application deadlines, and tuition, please visit **www.hks.harvard.edu/ee/ldm**.

Early application is encouraged as qualified candidates are admitted on a rolling, space-available basis and programs often fill to capacity. Because of the interactive nature of this program, the number of participants is limited. Applications received after the deadline will be considered only if space remains in the class. Because the time required to obtain a visa can be lengthy, we encourage applicants from outside the United States to apply at least 12 weeks before the program start date.

Admission to the program will be made on a competitive basis and is based on professional achievement and organizational responsibility. No formal educational requirement is required, but fluency in reading and speaking English is a necessity for the program.

Jennifer Lerner, faculty chair, is Professor of Public Policy and Management at Harvard Kennedy School and Director of the groundbreaking Harvard Laboratory for Decision Science. Lerner's primary research interests within the field of decision science include emotion and accountability. She examines how human feelings influence risk perception, every day economic transactions, and legal judgments, and how authority shapes judgment and choice outcomes. Lerner teaches extensively in Executive Education programs, where she uses her research to help state, local, federal, and international audiences understand and design their decision environments. She spearheaded Harvard's innovation in the realm of laboratory-based assessments of decision making and individualized feedback. Lerner lectures widely for such organizations as NATO and the United Nations. She has received numerous awards for her research, including near continuous funding by the National Science Foundation for the past 15 years.

ADDITIONAL PROGRAM FACULTY HAVE INCLUDED:

Mahzarin Banaji, Department of Psychology, Harvard University

Max Bazerman, Harvard Business School

Iris Bohnet, Harvard Kennedy School

Amy Edmondson, Harvard Business School

David Gergen, Harvard Kennedy School

Ragnar E. Löfstedt, King's College, London, U.K.

Richard Zeckhauser, Harvard Kennedy School

"Leadership and learning are indispensable to each other."

John F. Kennedy

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