



Executive Education Open Programmes

Programme duration and dates

Two-days

Programme dates available at:
www.cass.city.ac.uk/execed-calendar

Strategic Decision Making for Leaders

Lead yourself and others confidently through uncertain times by improving your decision-making skills with this practical two-day programme.

PROGRAMME OVERVIEW

Leaders and managers must deal with high levels of uncertainty, an ever-changing competitive landscape and diverse virtual teams. Some imply long-term investments and consequences, whereas others require agility and optionality. Understanding the tools and techniques that enable them to lead complex decision-making processes with rigorous and critical thinking will help them incentivise and make the right decisions even under pressure and with imperfect information to hand.

WHO IS THE PROGRAMME FOR?

Executives and senior managers across all departments who are moving from tactical to strategic roles and are involved in cross-functional decision making will benefit from this programme. It is equally important to those whose industries are experiencing high levels of uncertainty and change. This includes anyone dealing with important multi-stakeholder decisions in the private or public sector.

FOCUS AND STRUCTURE

This is a highly experiential programme that blends theory and practice. You will learn a framework for analysing and making complex decisions that incorporates multiple stakeholder perspectives. Discover our human biases and the way we are all affected by them as well as strategies for diffusing them.

Participants will learn to apply decision-making tools to analyse situations as well as key pitfalls of intuition, leading to smarter decisions that achieve better results. As a result of the programme, participants will be able to transfer their learning to the workplace and have confidence in the strategic decisions they make.

Day One

The programme begins by looking at the theory and frameworks behind effective decision making and focuses on process over outcomes. Participants will explore how to master the key principles of behavioural decision science and equip themselves to make decisions that are complicated by the constraints of time pressure, imperfect data or too much data.

Day Two

Participants work in small groups on decision-making tools, analyses and cases while gaining hands-on experience on modelling objectives, trade-offs, uncertainties and risks. The day has two main objectives, to create a safe environment for participants to get input and feedback from their peers and to enable participants to work with these tools after they return to their organisations.

BENEFITS

- Understand the key drivers of good and bad decisions and the differences between decisions and outcomes
- Establish a discipline of good decision making in your organisation and create the right environment for great decision making
- Learn how to analyse barriers to good decision making, including social and psychological biases
- Gain insights into the human side of decision making as explained by behavioural decision science
- Develop tools and techniques to help you make strategic decisions and build optionality into your decision-making process
- Practice analysis and decision making in a safe environment to improve your performance in the workplace.

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Other Open Programmes

- Leadership Communication
- Leading Digital Transformations
- Becoming an Effective Leader
- Effective Negotiation Skills
- Professional Development Programme for Aspiring Non-Executive Directors
- Finance for Non-Financial Leaders
- Developing your Core Consulting Skills.

WORLD-CLASS FACULTY LED BY

Prof. Laure Cabantous

Laure is Professor of Strategy and Organisation at Cass Business School. Previously, she worked at Warwick Business School, ESCP Europe, Nottingham University Business School, and the Centre for Decision Research at Leeds University Business School.

Laure's research agenda is organised around three core topics. First, she has an interest in the performative power of theories - that is their ability to shape the world and business practices. Second, Laure is passionate about decision making. She studies decision-making processes both at the organisational and the individual levels. She focuses on cases where decision makers experience knightian uncertainty. Third, Laure has a specific interest for the insurance and reinsurance industries.

Laure is a Fulbright Fellow and a former student of the Ecole Normale Supérieure (Cachan). She holds a PhD from the Toulouse School of Economics (France), a Master of Research in Environmental Economics from the University Paris I-Panthéon Sorbonne, a Master in Management from the University Paris XII, and a BA in Psychology from the University of Toulouse II-Le Mirail.

SIR JOHN CASS BUSINESS SCHOOL

Based in the heart of London, with unrivalled access to the capital's global business network and leaders, Cass Business School is consistently ranked amongst the best in the world. For nearly half a century, our reputation for excellence in research and business education has attracted innovative faculty and industry experts from around the world. Our mission is to provide academic excellence for business and the professions.

DYNAMIC DEVELOPMENT PROGRAMMES FOR SENIOR PROFESSIONALS

Our executive and leadership development programmes inspire businesses and the individuals who drive them to excel above and beyond their objectives. We provide you with more than education – we create an opportunity to collaborate with experts and fully immerse yourself in your peers' collective knowledge and experience, while gaining feedback and ongoing support to deliver measurable results. Designed for high-level professionals who want game-changing impact, our Open Enrolment Portfolio covers areas vital to today's leaders. Programmes include leadership, general management, finance and particular specialisations.

OUR SIGNATURE APPROACH

Today's ever-changing business environment needs agile leaders. Our programmes offer world-class learning experiences that provide the relevance, flexibility and personalisation you need to create a positive impact on your career and your business' bottom-line. We understand that research comes alive when applied. Our faculty are more than top-rated researchers. They are actively involved in business, where they work with organisations, leaders and policy-makers as practitioners, advisers and non-executive board members.

For us it's not just about individual development, it's also about collaboration. Our programmes are built on shared goals, shared thinking and shared investment in long-term relationships. Together, we help you gain access to subject-matter experts, forge new relationships, strengthen existing ones and harness the power of idea-sharing with your peers. Meet global executives shaping the future of business and return to your organisation with first-hand industry knowledge and networks that will refresh your thinking and decision-making.

PROGRAMMES FOR MAXIMUM FLEXIBILITY

Mix and match our one to five day open enrolment programmes to create your personalised development plan. Identify which topics you need and when you need them to gain knowledge and enhance your skills, just-in-time.

Our modular programmes give you:

- A competitive edge, sharpened by industry insight
- Short and focused pieces of learning that fit your schedule and your work
- Practical skills that can be applied quickly for immediate impact
- Building-blocks to meet your personalised development objectives
- Transformational experiences for individuals, teams or whole organisations
- Opportunity for *alumnus* qualification and access to our exclusive *alumni* network.

AN EXPERIENCE IN THE HEART OF GLOBAL BUSINESS

London is one of the world's great business centres and a hub of creativity and innovation. With the Lord Mayor of London as our Chancellor, we provide unparalleled connections to an elite network of businesses and organisations. Learn with the people shaping markets and leading new trends in our executive development facility, designed with active, collaborative working in mind.