

## **American Management Association's Analytical Thinking, Problem Solving and Decision Making**

### ***Learning Objectives***

- Use the A.R.T. and A.I.D. Skill Bundles to Analyze and Make Better Decisions
- Refine Your Ability to Assess Patterns, Recognize Probabilities, and Think Hypothetically
- Use Counterfactual Thinking to Increase the Likelihood That Your Conclusion Is the Right One
- Distinguish Between Problem Solving and Decision Making, in Order to Identify “True” Decisions
- Recognize How Your Feelings About Uncertainty and Risk Impact the Way You Make Decisions
- Identify Personal Characteristics That Inform Your Perception of What Makes a Decision “Right,” to Reduce Conflict and Groupthink
- Apply Tools and Techniques for Sharpening Analytical and Intuitive Aspects of Decision Making
- More Deliberately Apply Personal Experience to Complex Decision Making Under Conditions of Uncertainty

### ***Components of Thought***

- Describe the Science Behind How the Brain Works When Analyzing a Typical Decision
- Recognize the Importance of Analytical Thinking in Business
- Define Three Key Analytical Reasoning Skills: Assessing Patterns, Recognizing Probabilities, and Thinking Hypothetically

### ***ART: Assess Patterns***

- Describe the Three Subskills Associated with the Analytical Reasoning Skill of Assessing Patterns
- Distinguish Between Three Common Information Patterns
- Explain How Recognizing Patterns Can Increase the Efficiency of Decision Making

### ***ART: Recognize Probabilities***

- Describe Three Subskills Associated with the Analytical Reasoning Skill of Recognizing Probabilities
- Discuss How Your Personal Judgment About the Likelihood of an Outcome May Influence Your Ability to Solve Problems

- Identify Implicit Probabilities to Assess the Level of Risk Within a Given Situation
- Assess the Frequency of Specific Occurrences
- Explain How Probability Judgments Can Help You Work Within Multiple Constraints When Problem Solving

### ***ART: Think Hypothetically***

- Distinguish Between Inductive and Deductive Thinking
- Create a Hypothesis That Will Lead to Developing Decision Alternatives
- Use Counterfactual Thinking to Test Your Hypothesis
- Assess When You Do Not Have Enough Information to Form a Complete Hypothesis

### ***Applying ART to Real-World Situations***

- Apply All Three Bundles of Analytical Thinking (A-R-T) Skills to Real Business Scenarios
- Enhance the Ability to See the Relevance of Analytical Reasoning Skills for Day-to-Day Work
- Gain Greater Facility with Analytical Reasoning Skills By Practicing Them

### ***Connecting the Dots: Analytical Reasoning and Decision Making***

- Define What a Decision Is and How Analytical Reasoning and Decision Making Are Related
- Distinguish Between Two Types of Decisions—Simple and Complex
- Become Familiar with Three Decision Analysis Tools—Decision Worksheets, Decision Trees, and Force Field Analysis

### ***Personal Decision-Making Preferences***

- Recognize How Values and Experience Inform Our Perceptions
- Identify Your Personal Decision-Making Preferences
- Identify Others' Personal Decision-Making Preferences
- Explain How Group Decision Making Differs from Individual Decision Making

### ***Psychological Factors Impacting Decision Making***

- Identify Personal Attitudes Toward Decision Making
- Articulate the Common Reasons for Decision Avoidance
- Describe the Key Cause of Decisions Made in Haste—Overconfidence
- Apply Techniques to Avoid the Most Common Pitfalls of Decision Making

## ***Personal Judgment and Decision Making***

- Describe the “Dual Process” of Decision Making
- Define Personal Judgment (Heuristics)
- Identify Your Personal Heuristics (Rules of Thumb)
- Apply Four Techniques to Sharpen Personal Judgment
- Explain the Impact of Emotion on Personal Judgment

## ***The Context for Analytical Reasoning and Decision Making***

- Understand Your Organizational Context and How This Impacts Your Decision Making
- Apply Interpersonal and Communication Skills to Convey Your Decision with Maximum Impact
- Anticipate Pitfalls You May Encounter with Analytical Thinking, Problem Solving, and Decision Making
- Create an Action Plan for Developing Analytical, Problem Solving, and Decision-Making Skills