

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

Learning Objectives

- Use the ART and AID Bundles of Skills 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 (ART) 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

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
- Be 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