



THINKING FAST

An Introduction to Critical Thinking and Decision Making

The terrain for today's decision-maker is a minefield in which any misstep can provoke a devastating explosion. In this sped-up world, you're likely to have exactly one shot to get a decision right, not three. And if you get it wrong, you have less time to correct mistakes and reestablish credibility.

But those very challenges can provide unprecedented opportunity and strategic advantage, if you can embrace the responsibility for making good, fast, frequent decisions, and if you can do so better than your competitors. This is simple enough to say, but how can a decision maker rapidly assess a situation, gather needed information, consider it thoroughly, and reach an intelligent conclusion? How can one make good, fast, frequent, winning decisions?

This Learning Sprint introduces you to a four-step process designed to help you make smarter decisions for today's fast-paced business world. You will explore how to make a quality decision using a four-stage framework, and then applying it to the Todd Racing Case. You will discover how teams get tripped up in their decision-making about the Todd Racing Case.

Developed in partnership with:



OUTCOMES

- Align organizational decision making
- Utilize a proven framework to eliminate bias and make better decisions
- Explore multiple methods for making choices and determining the best fit for organizational challenges

YOU WILL

- Learn how to assess decision-making quality
- Understand how your personal and organizational frames guide your decisions, and how to manage those frames
- Explore considerations for data collection and how to manage bias
- Examine how group dynamics impact decision making
- Discover processes for learning from successes and failures

ABOUT THE EXPERT



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SPRINT OUTLINE

DAY 1 WHAT IS A QUALITY DECISION?	DAY 2 STAGE 1: FRAMING	DAY 3 STAGE 2: GATHERING INTELLIGENCE	DAY 4 STAGE 3: COMING TO CONCLUSIONS	DAY 5 STAGE 4: LEARNING FROM EXPERIENCE
<ul style="list-style-type: none"> • Todd Racing Case • What Will You Do? • Focus on the Process • The Four Stages of Effective Decision Making 	<ul style="list-style-type: none"> • Framing • Framing in Action • Blind Spots • Framing Decisions • From Simulation to Real World: Todd Racing's Reveal 	<ul style="list-style-type: none"> • Your Estimation Ability • The Impact of Our Information Bias • Your Estimation Ability • Recommendations for Gathering Intelligence 	<ul style="list-style-type: none"> • The Process, The People & Courage • A Pyramid of Approaches • Which Approach Was Best Suited for Todd Racing? 	<ul style="list-style-type: none"> • Decision-Making Toolkit • Summary and Application