



The Institute for Management Studies, 201 West Liberty Street, Suite 100, Reno NV 89501

|          |  |              |                              |
|----------|--|--------------|------------------------------|
| SUBJECT  | <b>CRITICAL THINKING:<br/>A MODEL FOR AVOIDING COMMON DECISION TRAPS</b>   |              |                              |
| FACULTY  | DR. KATHY PEARSON  |              |                              |
| LOCATION | Bellevue Club<br>11200 Southeast 6th, Bellevue, WA 98004<br>(425) 455-1616 | DATE         | Thursday, September 16, 2010 |
|          |  | REGISTRATION | 8:30 AM                      |
|          |  | SESSION      | 9:00 AM - 4:00 PM            |

**TIME TOPICS**

|            |   |
|------------|---|
| <b>25%</b> | <b>Decision framing</b> <ul style="list-style-type: none"> <li>• "Mental frames" that define issues</li> <li>• Frame control through better problem definition</li> <li>• Avoiding judgment and perception traps</li> <li>• Surfacing hidden assumptions</li> </ul>   |
| <b>20%</b> | <b>Creative problem solving</b> <ul style="list-style-type: none"> <li>• Factors for individual creativity</li> <li>• Techniques for creativity enhancement</li> <li>• Factors for organizational creativity and innovation</li> </ul>  |
| <b>20%</b> | <b>Gathering intelligence</b> <ul style="list-style-type: none"> <li>• Recognizing your own informational and judgmental limitations</li> <li>• Traps that lead to faulty intelligence, inferior solutions and false predictions</li> <li>• Specific steps to improve information gathering and intelligence</li> </ul> |
| <b>20%</b> | <b>Coming to conclusions</b> <ul style="list-style-type: none"> <li>• Coming to sound, timely conclusions, alone or in groups</li> <li>• Testing the quality of the solutions or accuracy of predictions before you bet on them</li> <li>• Preventing "groupthink" and other group decision errors</li> </ul>           |
| <b>15%</b> | <b>Learning from feedback</b> <ul style="list-style-type: none"> <li>• Transforming experience into decision learning</li> <li>• Why a decision succeeds or fails</li> <li>• Self-serving explanations</li> </ul>   |

**SEMINAR DESCRIPTION**

High quality decisions have always been essential for strong business performance. Yet with the increasing speed, complexity and data availability in today's competitive environment, superior decision skills are more important than ever. This workshop will help you improve your decision making skills by offering behavioral insights into how people actually think and make decisions. It then teaches the advanced critical thinking skills and creative strategies needed to manage unfamiliar, highly complex problems or decisions that involve significant uncertainty. It offers strategies on how managers and executives can deal more effectively with ambiguous information, loosely structured problems, deep uncertainty, and complex tradeoffs. The focus is on critical thinking, breakthrough problem solving, learning and the effective use of groups.

**FOR RESERVATIONS**

**William M. Woods**  
Phone: (206) 725-5565 Fax: (206) 725-4744 e-mail: [Seattle@ims-online.com](mailto:Seattle@ims-online.com)

## FACULTY



**DR. KATHY PEARSON** is an adjunct associate professor in the Operations and Information Management Department at The Wharton School. She has taught Operations Management in the MBA program and Executive Master's of Technology Management programs as well as Probability and Statistics, Simulation Modeling, and other courses for the department and the University of Pennsylvania. In 2006, Dr. Pearson was honored with the "Goes above and beyond the call of duty" award by the 2007 Wharton MBA class. Dr. Pearson is also heavily involved in Executive Education at The Wharton School, teaching on a variety of topics such as Systems Thinking, Project Management, Decision Trees, and Stakeholder Analysis. As Academic Director for many programs, she is responsible for the design of the academic curriculum, the integration of the material, and the overall educational quality of the program. Specifically, Dr. Pearson has served as the Academic Director for the Wharton Executive Management Program for Academic Surgery Leaders, the Patient Safety Leadership Academy Executive Program and the GlaxoSmithKline Executive Management Program for Pharmacy Leaders. In addition to teaching Executive Education at Wharton, Dr. Pearson has taught Scenario Planning and Critical Thinking at CedeP at INSEAD in Fontainebleau, France. Dr. Pearson's industrial experience includes analytical support for the pharmaceutical industry, various hospital groups, the Department of Defense, and several manufacturing companies. Most recently, she has served on a number of quality management and Best Practice teams for a major health care company, has been heavily involved in developing computer simulation models for the health care industry, and has worked with several professional organizations in developing long-term strategic business plans. In addition, she has worked with hospital clinicians in the area of patient safety. Dr. Pearson received her B.S. degree in theoretical mathematics from Auburn University, her M.S. degree in Decision Sciences from Georgia State University, and her Ph.D. in industrial engineering (concentration in statistics) from Northwestern University.

## GUIDE TO PARTICIPANT SELECTION

SENIOR EXECUTIVE  
(Pres, Exec & Sr. VP)

EXECUTIVE  
(VP & General Mgr)

SENIOR MANAGER  
(Div. & Reg. Mgrs)

MIDDLE MANAGER  
& SUPERINTENDENTS

|       |         |      |      |      |       |       |    |     |      |       |     |       |   |
|-------|---------|------|------|------|-------|-------|----|-----|------|-------|-----|-------|---|
| 2     | 2       | 2    | 2    | 2    | 2     | 2     | 2  | 2   | 2    | 2     | 2   | 2     | 2 |
| 2     | 1       | 1    | 1    | 1    | 2     | 1     | 1  | 1   | 1    | 1     | 1   | 2     | 1 |
| 1     | 1       | 1    | 1    | 1    | 1     | 1     | 1  | 1   | 1    | 1     | 1   | 1     | 1 |
| 2     | 2       | 2    | 2    | 2    | 2     | 2     | 2  | 2   | 2    | 1     | 2   | 2     | 2 |
| Admin | Distrib | Engr | Finc | H.R. | Legal | Mktng | IT | Ops | Ping | Pchsg | R&D | Sales |   |

APPLICABILITY

"1" indicates primary target audience

"2" indicates a good fit if the level of material is appropriate

"3" indicates (in the opinion of the Institute and faculty) limited applicability.

## FOCUS

PRIMARY

**EXECUTING/CONTROLLING/EVALUATING:**  
Decision Making, Follow Up, Results Analysis

SECONDARY

**PLANNING/ORGANIZING:**  
Problem Identification, Selecting and Organizing Information, Analysis, Evaluating Alternative Solutions

TERTIARY

**LEADERSHIP DEVELOPMENT:**  
Creativeness, Decisiveness, Judgment

LEVEL

Introductory  Intermediate  Advanced