LEADERSHIP DECISION MAKING
Optimizing Organizational Performance
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Are we hiring the best people for the job? Should we choose the risky option or the sure thing? Should we aim for larger delayed gains or smaller immediate gains? How should we make rational choices in uncertain times? What are the best strategies for negotiating an agreement? Should we trust gut feelings?

From classical to contemporary times, two skills remain essential in all professional settings: wise judgment and effective decision making. Grounded in theories and evidence from psychology, behavioral economics, and neuroscience, Leadership Decision Making teaches leaders like you how to answer tough questions, improve the accuracy of your estimates, and structure effective negotiations. Moreover, it teaches you how to design better decision environments—ones that reduce bias and inaccuracy—making your organization smarter. Rather than passively accepting information as it is given, you will transform information into new formulations—that is, become what Thaler and Sunstein in their book, Nudge, call “choice architects.”

Leadership Decision Making highlights the latest research in behavioral economics, psychology, and neuroscience, as well as case studies and decision exercises. Led by world-renowned

“The personalized data from Leadership Decision Making was invaluable for me to grow and transform my workplace and personal capabilities. Three years later, I continue to explore and apply what I learned.”

– JAMES CUSTER
CAPTAIN, U.S. NAVY (RET)
DIRECTOR FOR INTEGRATION (CIVILIAN), OFFICE OF THE SECRETARY OF THE NAVY, THE PENTAGON

“Dr. Lerner’s LDM program arms government and business executives with the knowledge and skills needed to master risk and create strategic advantage.”

– KIMBERLY CRIDER
BRIGADIER GENERAL, U.S. AIR FORCE
MOBILIZATION ASSISTANT TO THE DIRECTOR, COMMUNICATIONS & INFORMATION, HQ AIR FORCE SPACE COMMAND
Harvard faculty from across the University, topics include how to evaluate and communicate risk effectively; how to create an optimal decision environment; reducing biases; negotiating effectively; leading teams in challenging circumstances; and maximizing group performance. Distinguished guest speakers—including such luminaries as cabinet-level officials, former CEOs of Fortune 100 companies, and advisors to presidents—also share lessons from practical experience.

It is rare to witness the birth of a new academic field, and rarer still to gain front-row access to the knowledge it generates. In this program, cutting-edge research will be presented—some even before its release to the general public—and you will have the opportunity to interact with these experts both in and out of the classroom.

**CURRICULUM**

**Leadership Decision Making** translates scientific discoveries into practical strategies through seminars, cases, and decision exercises.

The curriculum focuses on key areas that allow for the optimization of organizational performance, including:

» Reducing decision biases in your organization  
» Improving negotiation skills  
» Increasing forecast accuracy, especially for low-probability, potentially catastrophic events  
» Understanding the role of emotion in judgment and decision making  
» Designing smart accountability systems for judgment and decision making  
» Gaining support for your decisions  
» Communicating risk accurately and effectively  
» Managing information overflow
Individualized Analysis of Decision-Making Style
Professor Lerner and the Harvard Decision Science Laboratory have developed an instrument that illuminates the decision-making style of individual leaders. Typically one of the most popular aspects of the Leadership Decision Making program, this resource will generate personalized, confidential feedback on your decision-making style. You will be able to privately compare your personal data with both classroom and societal averages. Moreover, you will gain practice in interpreting measures you can use for assessing and optimizing decision making in your own organization.

WHO SHOULD ATTEND

The program is intended for senior executives in the public, nonprofit, and private sectors. Past participants have included elected politicians, corporate executives, military officers, diplomats, law enforcement officers, scholars, intelligence analysts, a diverse set of senior managers, and a few rising stars.

Participant diversity is an important feature of this program and is critical to its success. This setting allows participants to interact with colleagues from across geographic boundaries and professional sectors, helping leaders understand the human dynamics that make or break the effectiveness of decision environments within their organizations.

“Leadership Decision Making gave me insight on how I can be a better ‘decision architect.’ The diverse background and nationalities of the participants made for very rich group discussions, both in class and afterwards in a more social setting.”

– MARC LÉGER
CLERK OF THE EXECUTIVE COUNCIL AND SECRETARY TO CABINET GOVERNMENT OF NEW BRUNSWICK, CANADA

TO APPLY OR LEARN ABOUT PROGRAM DATES, CURRICULUM, TUITION, AND MORE, PLEASE VISIT

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Admission is competitive and based on professional achievement and organizational responsibility. There are no formal educational requirements; however, fluency in written and spoken English is a necessity for participation.
Dr. Jennifer Lerner is Professor of Public Policy and Management at Harvard Kennedy School and a co-founder of the groundbreaking Harvard Decision Science Laboratory. Her research combines insights from psychology, economics, and neuroscience. She examines how human feelings influence risk perception, economic transactions, legal judgments, and how authority systems shape judgment and choice outcomes. Lerner has received numerous prestigious awards including the Presidential Early Career Award for Scientists and Engineers (PECASE), the highest honor bestowed by the U.S. government upon outstanding scientists and engineers in the early stages of their independent research careers. Lerner was also selected to the National Science Foundation’s “Sensational 60” — a select group of scientists and engineers who received graduate school fellowships from NSF and have since gone on to scientific prominence. She teaches in many executive education programs, using her research findings to help domestic and international audiences design environments that produce smarter decisions. Lerner also serves as a consultant for private and public sector organizations, including the United Nations Leadership Program. Previously an associate professor at Carnegie Mellon University, she joined the Harvard faculty in 2007 and became the first psychologist in the history of Harvard Kennedy School to receive tenure.

“Leadership Decision Making does a fantastic job of helping executives understand the complexities and realities associated with decision making. It was also a highlight to receive instruction from the professor who actually developed the program.”

LAURA A. JONES
PMP, PMI-RMP, CMQ/OE, CGPM
RISK MANAGER AT BOOZ | ALLEN | HAMILTON
YOU’RE HERE TO MAKE A DIFFERENCE.