

LEADERSHIP DECISION MAKING: OPTIMIZING ORGANIZATIONAL PERFORMANCE



HARVARD



HARVARD Kennedy School
Executive Education

FACULTY



Dr. Jennifer Lerner is Professor of Public Policy and Management at Harvard Kennedy School, as well as the founder of the ground-breaking **Harvard Laboratory for Decision Science**. Her research combines insights from psychology, economics, and psychoneuroimmunology. She examines how human feelings influence risk perception, economic transactions, and legal judgments, as well as how authority shapes judgment and choice outcomes. Lerner has received numerous prestigious awards. Among them is the **Presidential Early Career Award for Scientists and Engineers (PECASE)**, which is the highest honor bestowed by the

United States government on outstanding scientists and engineers in the early stages of their independent research careers. Lerner was also recently selected to be among the “Sensational 60” honored by the National Science Foundation (NSF) — a select group of scientists and engineers who received graduate school fellowships from NSF, and have since gone on to scientific prominence. She teaches extensively in Executive Education programs, using her research findings to help state, local, federal and international audiences understand and design improved decision environments. Lerner has also consulted for private and/or public sector organizations, including NATO and the United Nations Leadership Program. She joined the faculty at Harvard and received tenure as a full professor in 2007.

ADDITIONAL PROGRAM FACULTY HAVE INCLUDED:

Mahzarin Banaji, Department of Psychology, Harvard University

Max Bazerman, Harvard Business School

Iris Bohnet, Harvard Kennedy School

Amy Edmondson, Harvard Business School

David Gergen, Harvard Kennedy School

Ragnar E. Löfstedt, King's College, London, U.K.

Richard Zeckhauser, Harvard Kennedy School



www.hks.harvard.edu/ee/decision

THE PROGRAM

Leadership Decision Making: Optimizing Organizational Performance offers important new insights into leadership based on breakthrough scientific discoveries about decision making. The goal of the program is to teach participants the skills they need to become effective “decision architects” — leaders who can design optimal decision making environments within their organizations and improve overall organizational performance.

Tough decisions are the essence of leadership. Using the latest research, case study discussions, and real-time activities in the **Harvard Decision Science Laboratory**, program participants will have the opportunity to examine both the scientific basis for and the practical aspects of judgment and

decision making, and learn how to build lasting leadership skills that incorporate this knowledge.

World-renowned Harvard faculty members will teach such topics as how to design optimal decision environments in your organization, how to communicate risk effectively, and how to avoid the emotional and cognitive pitfalls that can lead even the most experienced leaders to make mistakes. Much of the teaching will derive from the faculty’s own research, providing a truly unique perspective. Participants will complete a professional decision making assessment and receive feedback to gain key personal insights that can sharpen their decision making ability. The program components will provide participants with essential tools for sound executive decision making in a risky world.

“This program was a truly transformational experience. Through the impressive and engaging faculty, personalized assessments, and interactions with diverse participants, I not only became aware of my own decision-making biases, but also discovered how to manage them effectively in a real-world setting. It was also invigorating to learn from my classmates and create connections I will value for a lifetime.”

MANU CHAKRAVARTHY, MD, PHD, DIRECTOR, CLINICAL RESEARCH, MERCK



THE CURRICULUM

Leadership Decision Making leverages the latest research in judgment and decision making, translating scientific discoveries into practical strategies through seminars, cases, and activities.

The curriculum focuses on eight areas that allow for the optimization of organizational performance:

- » Reducing decision biases in your organization
- » Coping with low-probability events
- » Understanding the role of emotion in risk taking
- » Designing smart accountability systems for judgment and decision making
- » Improving negotiation
- » Gaining support for decisions
- » Communicating risk accurately and effectively
- » Managing information overflow

The **Harvard Decision Science Laboratory**, opened in 2009, provides state-of-the-art capability to study how people make judgments and decisions. This facility, unique among schools of public policy, enables researchers and practitioners to analyze the link between human physiology and decision making behaviors.

INDIVIDUALIZED FEEDBACK ON YOUR DECISION MAKING STYLE

This dynamic, interactive program includes the opportunity for professional decision making assessment in the **Harvard Decision Science Laboratory**, with the expert faculty tailoring program content to the dynamics and needs of each class. The laboratory assessment will give participants an opportunity to receive personalized feedback through an anonymous process and to compare their own data with societal and class averages.

Questions to be explored during the program include:

- » How does emotion affect your decision making?
- » How does risk affect your decision making?
- » How susceptible are you to decision biases?

Participants will leave the program with new strategies and skills to advance their decision making processes and improve overall organizational performance.



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WHO SHOULD APPLY

The program is intended for senior executives in public, nonprofit, and private organizations who would benefit from identifying fundamental behaviors that affect judgment and decision making and from learning to structure decision making environments to reduce errors and biases.

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 industry sectors, helping them to understand the human dynamics that can make or break the structure of decision environments within their organizations.

ADMISSION

Leadership Decision Making is a one-week program offered twice a year at Harvard Kennedy School.

To apply for **Leadership Decision Making** or for details on program dates, application deadlines, and tuition, please visit www.hks.harvard.edu/ee/decision.

Early application is encouraged as qualified candidates are admitted on a rolling, space-available basis and programs often fill to capacity. Because of the interactive nature of this program, the number of participants is limited. Applications received after the deadline will be considered only if space remains in the class. Because the time required to obtain a visa can be lengthy, we encourage applicants from outside the United States to apply at least 12 weeks before the program start date.

Admission to the program will be made on a competitive basis and is based on professional achievement and organizational responsibility. No formal educational requirement is required, but fluency in reading and speaking English is a necessity for the program.



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“Leadership and learning are
indispensable to each other.”

John F. Kennedy

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