Course Title: Decision Mapping: How to Make Business Decisions with Less Stress and More Clarity
Course Code: BUS 188
Instructor: Michelle Florendo, Decision Engineer and Executive Coach

Course Summary*:
Decision making is a critical skill for any leader in business, yet sometimes the most commonly taught tools still fall short. Return-on-investment calculations work when optimizing financials, but what happens when there are other criteria to consider? Pro-con lists may give a picture of the positives and negatives, but once you chart them out, what are you supposed to do with them?

This six-week course will teach students how to use concepts from the field of decision analysis and apply them to decisions they are currently tackling at work. Students will also learn how to tap into their emotional and somatic awareness for data that can help them get unstuck and make decisions more quickly. The concepts students learn in class will be useful in tackling decisions where they have sole decision-making authority, but also support discussion about decisions in shared decision-making environments. Class sessions will include a combination of lecture, interactive large-group discussion, and smaller breakout discussions.

Unlike in traditional decision analysis, no knowledge of math is required.

*Please see course page for full description and additional details.

Note About Live Attendance and Recording:
Live attendance strongly encouraged
Thursdays 7pm - 8:50pm (Pacific), October 14, 2021 - November 18, 2021

The video presentations are recorded but breakout discussions are not; student attendance is highly recommended due to the interactive nature of class sessions. Live attendance is required for credit or grade.

Grade Options and Requirements:
- No Grade Requested (NGR)
  - This is the default option. No work will be required; no credit shall be received; no proof of attendance can be provided.
- Credit/No Credit (CR/NC)
  - Students must be present (live) online for at least 4 class sessions.
- Letter Grade (A, B, C, D, No Pass)

Please contact the Stanford Continuing Studies office with any questions
365 Lasuen St., Stanford, CA 94305
continuingstudies@stanford.edu
650-725-2650
Grade is based on attendance and written assignment. Students must submit a cumulative Decision Journal assignment to receive a grade. Letter grades will be based on attendance: students must be present (live) online for at least 5 class sessions for an A, at least 4 class sessions for a B, and at least 3 class sessions for a C.

*Please Note: If you require proof that you completed a Continuing Studies course for any reason (for example, employer reimbursement), you must choose either the Letter Grade or Credit/No Credit option. Courses taken for NGR will not appear on official transcripts or grade reports.*

**Tentative Weekly Outline:**

**Pre-work (before first class):**
- Complete the pre-class survey and respond to Prompt 1 in your Decision Journal.

**Week 1: Key Frameworks for Breaking Decisions Down into Manageable Parts**
- Emotions in decision making - why they should not be ignored
- Myth vs. Truth about decision quality
- Tools for exploring the frame of a decision
- Introduction to the 3 components of every decision

**Homework:**
- Respond to Prompt 2 in your Decision Journal
- Supplemental reading/listening/watching TBD

**Week 2: Deep Dive on Objectives**
- What the pro-con list should really be used for
- How to use the pro-con-list-with-a-twist
- Why having clear, specific objectives support decisiveness
- Benefits of using emotional and somatic data to validate objective lists

**Homework:**
- Respond to Prompt 3 in your Decision Journal
- Supplemental reading/listening/watching TBD

**Week 3: Deep Dive on Options**
- The importance of moving beyond binary options
- Key phases in considering options: divergent and convergent approaches
- Examples of how to use emotional and somatic data to get unstuck

**Homework:**
- Respond to Prompt 4 in your Decision Journal
- Supplemental reading/listening/watching TBD

**Week 4: Deep Dive on Information - Part 1**
- Objective, options, and info on one page: how to construct a decision matrix
- How to use a decision matrix to identify information gaps
• Unknowns vs. uncertainties: why knowing the difference matters

Homework:
- Respond to Prompt 5 in your Decision Journal
- Supplemental reading/listening/watching TBD

Week 5: Deep Dive on Information - Part 2
• How to use a decision tree to visualize what-if scenarios
• How to use a 2x2 best/worst case analysis
• Tools for tapping into emotional and somatic data in the face of uncertainty

Homework:
- Respond to Prompt 6 in your Decision Journal
- Supplemental reading/listening/watching TBD

Week 6: Honing Decision-Making Skills Over Time
• Fostering a commitment to action
• Evaluating decision quality
• Your personal plan of action for continued skill-building

Homework:
- Respond to Prompt 7 in your Decision Journal