

## Friday 28 April

<b>TIME</b>	<b>MORNING SESSION</b>
<b>CLASS</b>	<b>STRATEGIC THINKING &amp; DECISION MAKING: A CORE COMPETENCE OF CLINICAL LEADERSHIP</b>
<b>FACULTY</b>	<b>JON CHILINGERIAN</b>

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### DESCRIPTION OF SESSION



The objective of this first session is to get you to think analytically about strategic decision-making as a health care leadership competency. You should think about questions such as: What processes do you use to come to your decisions? How do you differentiate facts from assumptions? How do you challenge assumptions? How do you choose from among alternatives? How do you form your ideas about what will happen in the future?

How do you evaluate the consequences and likelihood of an outcome? And how do you form judgments about the

value of a particular event?

The session will be in double reflection. We will use a trivial and simple decision - whether to put a car in a race and in doing so we will try to make a high quality decision. I want attention to draw your attention as leaders to two processes: (1) the rational process needed to reach a high quality decision; and (2) the interpersonal process—how we engage and interact with each other to build commitment to strategic goals and decisions.

The learning goals are on several levels. First, I want you to learn about yourself—how you think. Second, learning about how groups make decisions under uncertainty and time pressure. This runs to the heart of what is the “truth.” The truth alone is never good enough—ideas must be explained, and people must be persuaded. What persuades you may not persuade others. And third, how good leadership practices, employing decision models, stakeholder analysis, and SWOT analysis, can improve decision processes.

### READINGS AND ASSIGNMENTS

- **Case : Speed Ventures (A), (B), & (C)**
- **Fill out the Speed Ventures Questionnaire—**  
[https://brandeis.qualtrics.com/jfe/form/SV\\_0AMCFq5ljz8M3Y](https://brandeis.qualtrics.com/jfe/form/SV_0AMCFq5ljz8M3Y)
- **SKIM: *The Discipline of Strategic Thinking in Health Care*, J. Chilingerian**

#### **Questions to consider while reading the case:**

1. *Analyse the present situation of Speed Ventures. What are the main problems?*
2. *Should BJ James Speed Ventures BJ James run the race? Why or why not?*