



Innovative Decision Making

"The Innovative Decision Making workshop is very valuable to me as a Sales Manager. I have attended other workshops on decision making, but Persona's is different. It is easy to follow, down-to-earth, and user-friendly. I'd like to see all supervisors to go through it."

Vani Sardjono, Regional Sales Manager, Garuda Airlines

The Innovation Imperative

Today no organisation can continue to succeed only by repeating its past. We all have to find new ways to break through outdated paradigms, improve performance and meet the changing needs of our customers and stakeholders.

We can provide your team members with the "know how" to be innovative. Common problems faced by organisations that are striving to innovate are:

- Lack of skills needed to stimulate creative ideas
- Lack of process for the evaluation of innovative or creative concepts

Our Innovative Decision Making program will help your team unleash the under-utilised aspects of their creative intellect and equip them with logical tools needed to decide which innovation will deliver the best results for your organisation. We empower individuals to look beyond outmoded paradigms, become open to new information and deal with ambiguity and uncertainty, and the risks inherent in all decision making.

Having your team members complete this program as a group also helps them to understand how different people approach decision making from varied perspectives. On completion they will have a shared culture and methodology for increasing innovation and applying business judgement.

Benefits

- **Accelerate Innovation.** Putting your team through this program unlocks *"the power of the many"* to accelerate innovation
- **Problem Solving.** The skills and tools from this program can be used to generate solutions to a variety of problems
- **Paradigm Busting.** If your organisation is trying to break through outmoded paradigms this could be the solution
- **Long-Term Value.** Our four-step process can be used whenever your organisation faces important, complex or difficult decisions.
- **Personal Profile.** Managers and decision-makers at all levels benefit from the unique personal profile that identifies strengths and weaknesses in decision making and guides action for improvement.



CASE STUDY: Garuda Airlines

- ▶ **Situation:** Garuda, Indonesia's \$1.6 billion, government-owned airline, wanted to make a strong push towards helping Indonesia achieve First-World status and greater economic success.
- ▶ **Course of Action:** Garuda trained 140 senior and middle managers with Persona's *Innovative Decision Making* intervention. Its objectives were to enhance management's ability to view problems with a fresh perspective, to explore uncertainty and risk, and to integrate creative and rational elements into making appropriate decisions.
- ▶ **Results:** Garuda reported that more than 85% of its managers were able to implement Persona's *Innovative Decision Making* techniques back on the job. Garuda, now ranked among the world's top 30 airlines, has grown to carry over 10 million passengers a year.

"It's not the strongest of the species that survive, not the most intelligent, but the one most responsive to change."

Charles Darwin

Methodology in Practice

We begin with a personal profile for each individual dealing with four essential factors:

- **Information Openness.** Readiness to accept and work with new information.
- **Uncertainty Coping.** Capacity to accept ambiguity in decision making.
- **Risk Acceptance.** Willingness to commit to a solution.
- **Brain Holism.** Ability to use creativity or logic as appropriate.

We provide the group with skills in a Four-Phase Methodology that stimulates innovative approaches, complimented by logical assessment. We provide them with a range of tools and exercises for each of these Phases so that they practice new decision making skills by solving problems in teams. Some tools stimulate creativity while others impose logic.

Features

- **Actionable.** Tools and techniques learned can be applied immediately
- **Real Life.** Participants can use an important pending business decision or project for your organisation as their case study
- **Consensus Building.** Provides insights into how different personalities approach problem solving
- **Flexible.** Program can be delivered for small or large groups
- **Interactive.** The program features group activities and team-based problem solving
- **Universal.** Managers and decision makers at all levels will benefit
- **16 Hours.** The core module can be delivered across 16 hours, ideally in two consecutive days.

Credentials

A Malaysian research study recently reported that Persona's Innovative Decision Making intervention rated highly in employee recall of the decision making process, and in providing a comprehensive decision-making model. The program also won high marks for its innovation in training methodology and feedback mechanisms.

About Us

Dawson McDonald is the Australian Partner of the internationally recognised Persona International group, that offers business solutions to organisations throughout 45 countries. Company Principals, John Dawson and Carmel McDonald have been consulting, coaching, training and recruiting for Australian businesses for over a decade, following extensive industry experience.

About Persona

Persona International is a worldwide provider of learning, development and assessment tools and methodologies for organisations facing challenges in change leadership, communication, organisational alignment, sales, customer service, and management.

Corporations that have benefited from Persona Programs include:

General Electric	Microsoft	Exxon Mobil
Pfizer	Xerox	Applied Materials
BMW	Vodafone	British Airways
Mitsubishi	Dell Computer	Japan Airlines
Disney	IBM	Credit Suisse
Coca Cola	Alcatel	American Express
Hitachi	Motorola	Sony Music Entertainment



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