



Hertie School of Governance
Executive Seminar

Smart Decisions in Government

Seminar Programme
(Draft version)

16-18 February 2012

Convener:

Professor Lawrence D. Phillips, PhD
London School of Economics and Political
Science (LSE)

Venue:

Hertie School of Governance
Friedrichstraße 180 • 10117 Berlin
Room 3.32

The ability to make effective decisions, design comprehensible decision processes and to understand and manage risk on issues in energy, infrastructure, health, education and other policy fields is a crucial skill for civil servants and public managers. More than 25 years of applications in decision and risk analysis have shown that building up decision capability enables you to

- establish priorities in policy programs and make more effective use of resources,
- manage risk and uncertainty effectively,
- deal with conflicting objectives,
- gain commitment to the effective implementation of decisions by including stakeholders systematically in the decision processes.

This course cuts across several of the most important decision areas which public managers face: allocate scarce program budgets in different policy areas; make trade-offs between economic, ecologic and social objectives; transparently select contractors in public tenders; develop recommendations for siting decisions; communicate health or environmental risks to the public.

After having completed this course, participants will have

- learned applicable frameworks to structure complex decisions, involve stakeholders and manage risk effectively,
- gained hands-on experience with relevant tools to aid resource allocation and option evaluation,
- understood issues in strategy development approaches that can result in smarter decisions and enhance performance of their organisation.

Professor Lawrence D. Phillips, PhD is a Visiting Professor of Decision Science, and a Professorial Research Fellow (seconded to the European Medicines Agency) at the London School of Economics, and a Director of Facilitations Limited. He teaches decision science at the LSE, and conducts training courses on decision science and facilitation skills to outside organisations. His 100+ publications span organisation theory, behavioural decision theory, decision and risk analysis, Bayesian statistics, group processes and cultural differences in dealing with uncertainty. He has served on the editorial boards of Acta Psychologica and the Journal of Behavioral Decision Making, continues to serve on the Journal of Forecasting, and is an editorial board member of Decision Analysis.



Thursday, 16 February 2012

- 9.00 Making smart decisions – the PrOACT Approach of decision analysis**
PrOACT: Problems, objectives, alternatives, consequences, trade-offs
(Phillips)
- 11.00 Evaluating alternatives – Introduction**
Transforming judgments into numbers. Class application: Applying PrOACT to a real problem
(Phillips/Cornelius Schaub, Managing Director of the Decision Institute)
- 13.00 Lunch Break**
- 14.00 Evaluating alternatives – Case studies**
Completion of class application using Hiview 3
(Phillips/Schaub)
- 16.00 Understanding risks and uncertainty & framing of policy decisions**
Introduction to the concepts of risk and uncertainty and on how to manage them; introd. to the use of decision trees; case study
N.N.
- 18.00 Evening Speech**
(Phillips)
- 20.00 End of the Seminar Day**

Friday, 17 February 2012

- 9.00 Managing risks and uncertainty**
Class application on risk modelling using decision trees (software based exercise using TreePlan)
N.N.
- 13.00 Lunch Break**
- 14.00 Prioritising and allocating limited resources**
Allocate public resources effectively; Class application (group simulation exercise) on decision conferencing for prioritising and allocating resources; introduction to the resource allocation tool Equity3; stimulate thinking across organisational units
(Phillips/Schaub)
- 18.00 Mentoring time**
Only for participants in the EMPM Programme and external participants obtaining a certificate
- 18.00/20.00 End of the Seminar Day**

Saturday, 18 February 2012

- 9.00 Managing Nuclear Waste in UK – Using the Decision Conferencing approach to engage stakeholders**
Group dynamics; danger of 'group-think'; decision conferencing; gaining commitment from key stakeholders & **seminar feedback**
(Phillips/Schaub)
- 13.00 End of the Seminar**

The **Hertie School of Governance** is the professional school for public policy and public management in Berlin. It is an accredited and state-recognised institution of higher education. The School educates highly-qualified students, as well as professionals and executives, for public leadership positions. The School was founded in 2003 as a project of the Hertie Foundation, which remains the major partner.

Executive Seminars provide professionals with the additional qualifications needed for the modernisation of public administration and for cooperation among the public sector, business, and non-profit organisations. Participants acquire additional qualifications in management, make contacts with participants from other sectors, and profit from the experience of an international team of teachers from academia, the public sector, and the business world. By attending a series of three seminars and a skills training, participants can also obtain an academic **Certificate** that allows for a true specialisation. Professionals interested in thorough postgraduate training can enroll in the **Executive Master of Public Management** that can be completed full- or part-time within one or two years.

Contact and Registration:

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