



Program Overview

Leaders must make pivotal decisions while contending with an ever-expanding range of considerations within a quickly shifting landscape. This program prepares executives to confront complex decisions with confidence, adjust decision velocity to situational demands, and enable intelligent risk-taking.

BROADEN PERSPECTIVE WHILE MAKING DIFFICULT TRADE-OFFS

Leverage others to reveal previously overlooked options and risks

Assess and balance competing interests and agendas

Systematically evaluate multiple options and sidestep the dangers of intuition

ExecOn

Changing the Way Enterprises Learn

WIN AMIDST UNCERTAINTY

Swiftly and effectively approach gaps in knowledge and expertise

Scale your efforts to accommodate the scope of the issue, as well as time/resource constraints

Move forward decisively in the face of an uncertain future by taking intelligent risks

BUILD ADAPTABILITY INTO YOUR DECISIONS

Structure solutions to avoid overcommitting, support progress today, and leave options open tomorrow as the organization learns more

Establish systems to monitor for "red flags," identify pivot points, and manage risk

Maintain focus and flexibility

OVERCOME PSYCHOLOGICAL AND EMOTIONAL LIMITATIONS

Recognize how natural psychological tendencies and emotional influences revealed by the science of behavioral economics can derail decisions



PAUL

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LEADING EFFECTIVE DECISION-MAKING

Lessons from the Front Lines:

PepsiCo Chairman and CEO Indra Nooyi

Led global PepsiCo product portfolio

- Including brands such as Frito-Lay, Gatorade, Pepsi-Cola, Quaker, and Tropicana
- Generated \$63B+ in net revenue in 2017
- Directed global strategy for 10+ years
 - Divestiture of restaurants into successful YUM! Brands
 - Acquisition of Wimm-Bill-Dann (largest international acquisition in PepsiCo's history)
- Served as PepsiCo President and CFO beginning in 2001 (prior to becoming CEO, 2006) and named to PepsiCo's Board of Directors
 - Responsible for corporate functions: finance, strategy, business process optimization, corporate platforms and innovation, procurement, investor relations, IT
- Chief architect of Performance with Purpose, PepsiCo's pledge to do what's right for the business by being responsive to the needs of the world around us
 - This transformative initiative made her one of the most successful CEOs of her generation.





Indra K. Nooyi Chairman and Chief Executive Officer

In a series of exclusive video discussions, Mrs. Nooyi takes us stepby-step through the decision-making process that led to the "Performance with Purpose" pledge, including how she:

- Identified the challenges confronting her business
- Elicited multiple perspectives on the issue
- Dealt with conflicting interests and priorities
- Identified and assessed risks
- Weighed ethical considerations
- Evaluated her options and eventually chose a winning path forward



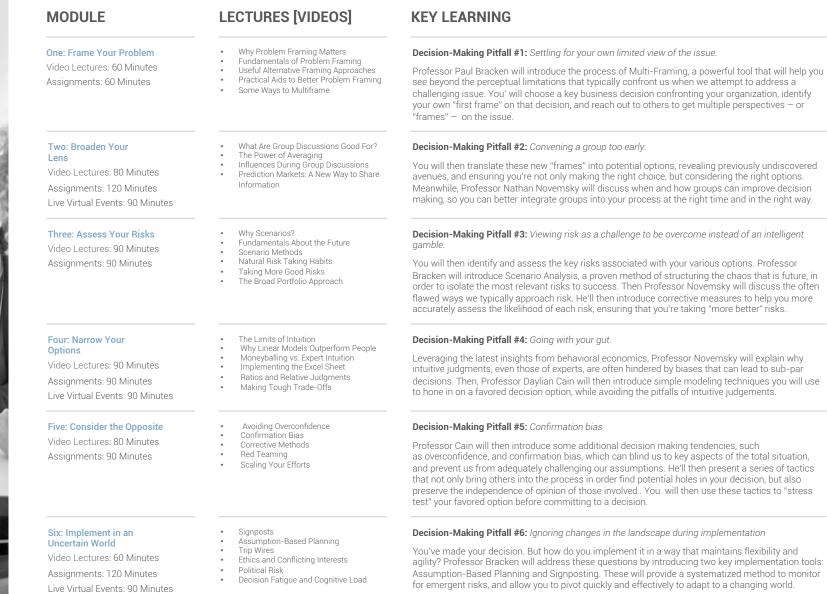


LEADING EFFECTIVE DECISION-MAKING

Curriculum: Week by Week

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* Module = 1 Week **Live Events may be subject to change NOTE: Orientation Pre-Requisite Work (60 minutes) and Final Presentation at end of program (90 minutes).

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MANAGEMENT



LEADING EFFECTIVE DECISION-MAKING



Project Examples

NAME	DESCRIPTION	PROJECTED BUSINESS IMPACT	PROJECTED FINANCIAL IMPACT
Decision-Making Structures	In order to increase the speed of decision-making at her organization, a Director of Global Marketing at a pharmaceutical company defined a new functional decision-making structure.	Increased Speed	Currently Measuring
Internal Career Development	Looking to combat attrition and increase employee engagement, a Senior Director at a technology company implemented a holistic approach to internal career development and mobility within her organization.	Increased Employee Retention	Currently Measuring
Modernize Transaction Times	An Assistant Vice President at a financial services company created a process to capture transaction times without utilizing new software or technology.	Increased Efficiency	Currently Measuring
Risk Management Program	A VP of Administrative Operations at a healthcare company implemented a bottom-up approach to risk management by building a program that meets and supports the organization's larger enterprise risk management program.	Reduced Risk	Currently Measuring
System Selection	A VP of IT Operations at a financial services company evaluated and selected a system to address employee workflow, efficiency, and effectiveness across the entire organization.	Increased Efficiency	Currently Measuring

