Decision Fatigue Training Course: Triage, Routines and Recovery for Leaders

15 – 19 March 2027
Tokyo

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Ref: 952_42847 **Date:** 15 – 19 March 2027 **Location:** Tokyo **Fees:** 6900 GBP

Programme Summary

Decision fatigue is the subject of this one-week training course for directors, senior managers and heads of function, taught at applied level and ending in a personal decision fatigue plan. Leaders who take many decisions in a day often judge less well by the afternoon, and teams feel the effect in delays and reversals. The programme moves from measuring decision load to triage, routines and defaults, and scheduling by energy, using exercises drawn from the participants' own diaries. Mars Training Centre UK delivers this programme on decision fatigue to mixed-organisation cohorts.

The Business Case

Leaders whose decisions are sorted, delegated and timed keep their judgement steadier through heavy periods, and the teams around them wait less and rework less. The programme works on the measures below.

- Decision Cycle Time: Shortens when triage and delegation rules settle routine choices early.
- Rework and Reversals: Reduce when hard decisions are taken at planned times with a checklist.
- Leader Workload Strain: Eases when routines, defaults and recovery breaks are built into the week.

Principles and Evidence Base

- Cognitive Load Theory: A model of the limits of working memory, applied in Session 1 to map where a leader's decisions create load.
- Decision Triage Method: A sorting approach that separates decisions by reversibility and weight, applied in Session 2 to decide what to delegate or settle once.
- Energy Management Approach: A planning idea that treats attention as a resource to be spent and restored, applied in Sessions 3 and 4 to routines and scheduling.

Intended Participants

- Directors who carry a large number of daily decisions across several units.
- Senior managers who set priorities and approve work for large teams.
- Heads of function who must keep judgement steady through peaks in demand.
- Chiefs of staff and executive office leads who shape the diary and decision flow of a senior leader.

Typical settings include banking, energy, healthcare and government agencies.

Learning Outcomes

1. Participants will be able to construct a decision load inventory from a working week.
2. Participants will be able to evaluate decisions by weight and reversibility to choose what to keep, delegate or settle once.
3. Participants will be able to diagnose the routines and conditions that lead to poor decisions late in the day.
4. Participants will be able to prioritise hard decisions against a personal energy schedule.
5. Participants will be able to justify decision rights and escalation rules for a team.
6. Participants will be able to design a personal decision fatigue plan with recovery built in.

Programme Structure

Day 1: Decision Fatigue Principles and Personal Decision Load

Where do decisions drain a leader's attention across a working day, and how is that load measured?

- Decision Load Inventory
- Cognitive Load Principles
- Decision Log Template
- Energy Curve Chart
- Decision Quality Indicator Sheet

Day 2: Decision Triage and Delegation

Which decisions deserve a leader's own attention, and which can be handed on or settled once?

- Decision Triage Matrix
- Reversible and Irreversible Decision Test
- Delegation Boundary Statement
- Decision Rights Table
- Escalation Rule Card

Day 3: Routines, Defaults and Environment Design

How do routines and defaults remove small choices so that attention is kept for large ones?

- Default Choice Register
- Standing Rule Library
- Meeting and Message Batching Plan
- Calendar Block Design
- Pre-Decision Checklist

Day 4: Scheduling by Energy and Recovery

When in the day and week should hard decisions be taken, and what restores capacity afterwards?

- Peak Hours Scheduling Method
- Decision Sequence Planning
- Recovery Break Protocol
- Sleep and Workload Review
- Travel and Heavy Week Plan

Day 5: Decision Fatigue Plan for One Leader

Do the earlier methods join into a plan that a leader and a team can apply from the next working week?

- Applying the Session 1 Decision Load Inventory
- Testing the Session 2 Triage Matrix
- Checking the Session 3 Default Register
- Reviewing the Session 4 Energy Schedule
- Completing the Personal Decision Fatigue Plan

Methodology

The programme is a structured exercise course built on each participant's own diary, decision log and calendar. Participants measure their load, sort decisions, write rules and defaults, and test a weekly schedule, then defend their choices to peers who challenge the logic and the evidence from the log.

- Suggested activity: Sorting a week of real decisions into keep, delegate and settle-once groups.
- Suggested activity: Writing five standing rules that remove repeated small choices.
- Suggested activity: Reworking a heavy calendar so that hard decisions fall in peak hours.

Capstone Output

Each participant completes a personal decision fatigue plan. It holds a decision load inventory, a triage matrix, a default register, a decision rights table and an energy schedule with recovery breaks. At work it is shared with the leader's team and reviewed after a month, so that rules and timings can be adjusted from experience.

Frequently Asked Questions

Is decision fatigue training suitable for leaders with no background in psychology?

Yes. Decision fatigue is taught through practical exercises on your own diary and decisions. You need current responsibility for many decisions and a willingness to share examples, but no earlier study of behavioural science.

Which models does decision fatigue training rest on?

Decision fatigue training rests on cognitive load theory, a decision triage method that sorts choices by weight and reversibility, and an energy management approach that treats attention as a resource to plan and restore.

How is the plan from decision fatigue training used at work?

You take the personal decision fatigue plan to your team, agree decision rights and escalation rules, and review the schedule and defaults after a month.

How does decision fatigue training differ from time management training?

Decision fatigue training focuses on the load and quality of decisions and on timing them by energy, while time management training focuses on planning tasks and hours.