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COURSE BROCHURE

# Sense-Making and Priority Triage Training Course for Managers

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# Sense-Making and Priority Triage Training Course for Managers

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Sense-Making and Priority Triage is a 1-week training course for managers who lead people through ambiguous, overloaded periods, and it ends with each participant building a Priority Triage Board for their own unit. Organisations now face more simultaneous requests and incomplete information than one manager can absorb, so reading a messy situation and choosing what matters first has become a core leadership skill. Jupiter Prime Training offers this course on sense-making and priority triage.

## Why Sense-Making and Priority Triage Matters Now

Three pressures shape this subject today. Requests arrive through more channels, often conflicting. Teams carry heavier cognitive load, seen in missed handovers and rework. Senior stakeholders expect faster, reasoned choices with less certainty. In a hospital ward or a logistics depot the pattern is the same: urgent noise crowds out important work, and quiet risks grow unnoticed. A manager who frames the situation and sorts demands by consequence keeps people focused; one who reacts to whatever is loudest spreads effort thinly and burns out strong performers.

## Who Gains Most from Sense-Making and Priority Triage

- Managers allocating scarce people across competing requests.
- Leaders accountable for a function in restructuring or rapid growth.
- Managers absorbing escalations who must decide what waits.
- Project and operations leads whose plans face late changes.
- Line managers looking after teams showing overload and rework.

A management group sharing one request backlog gains most when several members attend together and leave with common triage criteria.

## Sense-Making and Priority Triage Capabilities

Participants practise turning noisy signals into a clear picture and a defensible order of work.

- Frame an ambiguous situation into known facts, open questions and working assumptions — briefing senior stakeholders
- Assess incoming demands by consequence, urgency and reversibility — deciding what starts, waits or stops
- Simplify a tangled decision into a small set of options and criteria — choices made under time pressure
- Communicate priorities and their reasoning during uncertainty — team members and peer departments
- Detect overload signals and rebalance work across a team — wellbeing and dependable output
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Build a triage routine that can be repeated each week — managers sharing one request queue

## Key Sense-Making and Priority Triage Terms

- Sense-making — Building a workable explanation of a confusing situation so action can begin before full information arrives.
- Priority triage — Sorting incoming demands by consequence and urgency to decide which receive attention now, later or not at all.
- Reversibility — How easily a decision can be undone; irreversible choices deserve more scrutiny.
- Cognitive load — The mental effort a person carries at once; too much weakens judgement.
- Stop list — An agreed record of activities a team will deliberately pause or drop to free capacity for higher priorities.
- Holding statement — A short message that explains what is known, what is not yet known and when the next update will come.

## Sense-Making and Priority Triage Day by Day

### Day 1: Reading a Chaotic Situation

- Signal and Noise Sorting — Separating Meaningful Change From Daily Distraction
- Known, Unknown and Assumed Grid — Framing the Situation Before Acting
- Situation Types Map — Matching Leadership Response to Clear or Confused Conditions
- Stakeholder Demand Inventory — Seeing Every Request Competing for Team Time
- Early Pattern Spotting — Recognising Recurring Sources of Disruption

### Day 2: Triage Methods for Competing Demands

- Consequence and Urgency Matrix — Ranking Requests by Real Impact
- Reversibility Test — Deciding How Much Analysis a Choice Needs
- Capacity Snapshot — Comparing Available Hours With Committed Work
- Stop List Building — Freeing Capacity by Pausing Low-Value Activity
- Escalation Thresholds — Choosing Which Conflicts Go to Senior Leaders

### Day 3: Simplifying Decisions Under Pressure

- Option Narrowing — Reducing a Tangled Choice to Three Workable Paths
- Few Clear Criteria — Weighing Options Without Endless Debate
- Good Enough Threshold — Knowing When Information Is Sufficient to Act
- Pre-Commitment Check — Testing a Decision Against Likely Objections
- Decision Log Entries — Recording Reasoning for Later Review and Learning

## Day 4: Communicating and Steadying the Team

- Holding Statements — Keeping People Informed While Facts Are Incomplete
- Priority Briefing Script — Explaining What Changes and Why to the Team
- Saying No to Stakeholders — Declining or Deferring Requests While Preserving Trust
- Overload Signal Check — Spotting Fatigue, Rework and Withdrawal Early
- Load Rebalancing Conversation — Redistributing Work Fairly Across Team Members

## Day 5: Practising the Priority Triage Board

- Live Demand Simulation — Applying the Known, Unknown and Assumed Grid
- Triage Rehearsal — Using the Consequence and Urgency Matrix on Real Requests
- Decision Drill — Combining Option Narrowing With the Reversibility Test
- Peer Challenge Round — Testing Briefings and Stop Lists With Colleagues
- Priority Triage Board Completion — Finalising the Weekly Routine for Return

## Applying Sense-Making and Priority Triage After the Course

- Run a weekly consequence and urgency triage with the team and publish an agreed stop list.
- Open each unsettled week with a holding statement and priority briefing, then track missed handovers and rework.

## Sense-Making and Priority Triage Questions FAQ

### What is sense-making and priority triage, and why does it matter now?

Sense-making and priority triage is the skill of reading a confusing situation quickly and ordering work by consequence. It matters now because managers face more requests with less certainty, and poor choices waste scarce capacity.

### Which roles gain most from sense-making and priority triage skills?

Managers who allocate limited people across competing demands gain most, including function leaders in unsettled periods, operations leads facing late changes and line managers whose teams show overload.

### How does a sense-making and priority triage course differ from a time management course?

It works at team level rather than personal level. Time management courses organise one diary; sense-making and priority triage helps managers judge competing requests and rebalance load across a team.

### What do you bring back from sense-making and priority triage training?

You bring back a weekly triage routine: a situation framing grid, ranked demands, an agreed stop list, escalation thresholds and a briefing script for your team.

## Sense-Making and Priority Triage: The Way Forward

The Priority Triage Board gives each participant one place to see demands, capacity and agreed stops. Its first use is deciding which requests the team will pause next week. Managers and their deputies maintain it together, and after a month it is worth checking whether the escalation thresholds still reflect how work actually arrives.