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COURSE BROCHURE

Stop-Doing Decisions and Key-Seat Hiring Training Course for Managers

27 September – 1 October 2027
Milan

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Ref: 2432_91814 **Date:** 27 September – 1 October 2027 **Location:** Milan **Fees:** 6200 GBP

Stop-Doing Decisions and Key-Seat Hiring is a 1-week training course for middle and senior managers who must decide which activities to drop and who should fill the roles that carry their unit's results, producing a Stop-Doing and Key-Seat Charter. Crowded initiative lists and costly mis-hires drain capacity long before strategy fails on paper. Jupiter Prime Training treats these two disciplines as one linked set of management choices.

Why Stop-Doing Decisions and Key-Seat Hiring Matter Now

Two pressures shape this subject today. Units absorb new initiatives without retiring old ones, so effort spreads thinly. Tight labour markets make every hire into a pivotal role slower and dearer, and a wrong appointment can stall a unit for many months. Managers who prune activity and staff critical roles deliberately protect momentum through leadership changes; those who avoid these choices accumulate drift, overload and quiet underperformance. The course rests on activity portfolio pruning, role criticality mapping and structured, evidence-based selection.

Who Gains Most from Stop-Doing Decisions and Key-Seat Hiring

- Managers who own a unit's portfolio of projects, services and recurring activities
- Department heads who approve or reject new initiatives competing for the same capacity
- Hiring managers who interview and appoint people into roles that drive unit outcomes
- Managers responsible for redeploying staff when activities are retired or merged
- Leaders who set the performance bar and act when a pivotal role is mismatched

Leadership groups from one division gain most when several members attend together, because shared pruning criteria keep calls consistent across teams.

Stop-Doing Decisions and Key-Seat Hiring Capabilities

Participants learn to free capacity by retiring low-yield activity and to place the right people in the few roles that decide results.

- Build an activity inventory that exposes effort spent outside core strengths — portfolio pruning choices
- Apply sunset criteria to rank activities for stopping, merging or scaling back — budget holders
- Assess role criticality to identify the key seats in a unit — workforce planning decisions
- Design structured interviews and work-sample tasks for pivotal roles — hiring panels
- Weigh fit, capability and values evidence before appointment — final selection decisions
- Communicate stop-doing choices and seat changes credibly — affected staff and senior sponsors

Key Stop-Doing Decisions and Key-Seat Hiring Terms

- Stop-doing list — a written record of activities a unit agrees to end, each with an owner.
- Key seat — a role whose performance disproportionately affects a unit's results.
- Sunset criteria — agreed tests used to decide whether an activity should end.
- Core strength — the small set of capabilities where a unit performs distinctively and which its resources should reinforce.
- Structured interview — a selection interview using the same job-related questions and scoring guide for every candidate.
- Work-sample task — an exercise in which candidates perform a realistic part of the role.

Stop-Doing Decisions and Key-Seat Hiring Day by Day

Day 1: Capacity Drains and Core Strengths

- Initiative Overload Diagnostics — Where Unit Capacity Leaks Each Quarter
- Activity Inventory Template — Mapping Effort Against Unit Outcomes
- Core Strength Definition Exercise — What the Unit Does Distinctively Well
- Sustained Performance Patterns — Habits That Keep Results Compounding
- Disciplined Thought Checks — Confronting Uncomfortable Evidence About Current Activity

Day 2: Pruning the Activity Portfolio

- Sunset Criteria Matrix — Stop, Merge, Scale Back or Keep
- Contribution Versus Effort Scoring — Ranking Recurring Reports and Meetings
- Sunk-Cost Bias Countermeasures — Ending Projects Despite Past Investment
- Wind-Down Sequencing — Retiring Activities Without Service Gaps
- Capacity Reallocation Ledger — Directing Freed Hours to Core Strengths

Day 3: Identifying and Defining Key Seats

- Role Criticality Mapping — Separating Pivotal Roles From Supporting Ones
- Key-Seat Outcome Profiles — Results Each Pivotal Role Must Deliver
- Right-Person Indicators — Values, Capability and Self-Motivation Signals
- Seat Health Review — Spotting Mismatches in Current Appointments
- Internal Bench Scan — Ready-Now Candidates for Pivotal Vacancies

Day 4: Selection Decisions for Pivotal Roles

- Structured Interview Guide — Job-Related Questions With Scoring Anchors
- Work-Sample Task Design — Observing Capability Before Appointment
- Selection Panel Calibration — Reducing Similarity and Halo Bias
- Evidence Integration Grid — Weighing Fit Against Capability Scores
- Reseating Conversations — Moving Mismatched People to Better-Fitting Roles

Day 5: Practising the Stop-Doing and Key-Seat Charter

- Portfolio Pruning Simulation — Hospital Outpatient and Retail Banking Cases
- Sunset Decision Defence — Presenting Cuts to a Sceptical Sponsor
- Mock Selection Panel — Scoring Two Finalists for a Pivotal Role
- Disciplined Action Cadence — Quarterly Checks on Pruning and Seats
- Stop-Doing and Key-Seat Charter — Finalising Cuts, Pivotal Roles and Owners

Applying Stop-Doing Decisions and Key-Seat Hiring After the Course

- Run an activity inventory session with direct reports, apply the sunset criteria matrix and agree the first three activities to retire.
- Complete role criticality mapping for the unit and rebuild the structured interview guide for the next pivotal vacancy.

Stop-Doing Decisions and Key-Seat Hiring Questions FAQ

What are stop-doing decisions and key-seat hiring, and why do they matter now?

They are the paired choices of what a unit stops doing and who fills its pivotal roles. They matter now because initiative overload and costly mis-hires drain capacity, while executives expect managers to concentrate effort on core strengths.

Which roles gain most from stop-doing decisions and key-seat hiring training?

Middle and senior managers who control a portfolio of activities and appoint people gain most, including department heads approving initiatives and hiring managers for pivotal roles.

How does a stop-doing decisions and key-seat hiring course differ from a general recruitment course?

It links selection to focus. A general recruitment course covers sourcing and process for every vacancy, while this one starts from which activities to retire and which few roles carry results, then concentrates selection effort there.

What do you bring back from stop-doing decisions and key-seat hiring training?

You bring back a charter ready to share with your leadership group. It lists activities to retire with owners, a map of your key seats, a structured interview guide and a quarterly cadence for checking both.

Stop-Doing Decisions and Key-Seat Hiring: The Way Forward

The Stop-Doing and Key-Seat Charter sets out which activities end, which roles are pivotal and who owns each change. Its first use is deciding what to retire in the coming quarter. Unit heads and hiring panels work from it. After the first cycle, revisit the sunset criteria and seat definitions as priorities shift.