

Course : Decision-Making and Strategic Judgment for Executives

Make quick and sound decisions in complex and uncertain environments

Practical course - 2d - 14h00 - Ref. D1C

Price : 1680 CHF E.T.

NEW

Decision-making is at the heart of a leader's role. Yet strategic decisions must often be made in a context of uncertainty, with incomplete information, time constraints, and sometimes conflicting interests. In this complex environment, it becomes essential to structure the decision-making process in order to minimize bias, inform trade-offs, and improve the quality of strategic choices. This training provides you with methods and tools to analyze your environment, detect weak signals, compare scenarios, balance short- and long-term considerations, and make robust decisions despite uncertainty. You will also learn to identify the main cognitive biases that influence individual and collective decisions, to implement mechanisms that foster high-quality strategic debate, and to formalize a shared decision-making framework within your governance structure. You'll leave with a decision-making framework that's immediately actionable, a protocol for preventing cognitive biases, and a plan to improve your decision-making practices.

Teaching objectives

At the end of the training, the participant will be able to:

- ✓ Analyze a complex environment to identify weak signals, risks, and strategic opportunities
- ✓ Evaluate competing arbitration options by taking into account their short-, medium-, and long-term impacts
- ✓ Apply a structured decision-making framework in situations involving uncertainty and time pressure
- ✓ Identify the main cognitive biases and implement strategies to mitigate their effects. (More measurable wording)
- ✓ Design and formalize a robust, traceable, and shareable decision-making framework within the organization's governance structure

PARTICIPANTS

Corporate executives (CEOs, General Managers, Deputy General Managers), members of the Executive Committee or Management Committee, business unit or subsidiary managers with decision-making authority, and senior executives responsible for making decisions with implications spanning several years

PREREQUISITES

None

TRAINER QUALIFICATIONS

The experts leading the training are specialists in the covered subjects. They have been approved by our instructional teams for both their professional knowledge and their teaching ability, for each course they teach. They have at least five to ten years of experience in their field and hold (or have held) decision-making positions in companies.

ASSESSMENT TERMS

The trainer evaluates each participant's academic progress throughout the training using multiple choice, scenarios, hands-on work and more. Participants also complete a placement test before and after the course to measure the skills they've developed.

Intended audience

Corporate executives (CEOs, General Managers, Deputy General Managers), members of the Executive Committee or Management Committee, business unit or subsidiary managers with decision-making authority, and senior executives responsible for making decisions with implications spanning several years

Prerequisites

None

Practical details

Teaching methods

Self-assessments applied to one's own decision-making practices; individual reflection; collective reflection among fellow leaders; practical exercises based on actual decisions; role-playing; simulations under time and information constraints; case studies.-Toolkit: PESTEL framework focused on weak signals, impact/probability/time horizon matrix, short-term/long-term trade-off matrix, weighted multi-criteria framework, OODA loop, reference guide to cognitive biases in leaders, premortem and devil's advocate exercises, decision-making framework.-Method: Alternating between short presentations and immediate practical application of the decisions made by participants, with peer feedback and the formalization of a deliverable at the end of each module.

Course schedule

1 Analyze the strategic environment and identify weak signals

Compétences visées

- Define complexity and strategic uncertainty, and what distinguishes them from risk
- Identify the factors that cause disruption and instability in one's environment
- Identifying weak signals and emerging trends
- Structuring a Decision-Oriented Strategic Monitoring Process

Activités pédagogiques

- Analyzing a Changing Industry Environment: Disruptions, Trends, and Key Uncertainties
- Identify and characterize weak signals related to one's own business (impact, probability, timeframe)
- Distinguish between signals that warrant a strategic response and those that are merely noise

Outils et méthodes

- PESTEL Matrix Focused on Weak Signals
- Impact/Probability/Time Horizon Matrix
- Decision-Oriented Strategic Monitoring Framework

TEACHING AIDS AND TECHNICAL RESOURCES

- The main teaching aids and instructional methods used in the training are audiovisual aids, documentation and course material, hands-on application exercises and corrected exercises for practical training courses, case studies and coverage of real cases for training seminars.
- At the end of each course or seminar, ORSYS provides participants with a course evaluation questionnaire that is analysed by our instructional teams.
- A check-in sheet for each half-day of attendance is provided at the end of the training, along with a course completion certificate if the trainee attended the entire session.

TERMS AND DEADLINES

Registration must be completed 24 hours before the start of the training.

ACCESSIBILITY FOR PEOPLE WITH DISABILITIES

Do you need special accessibility accommodations? Contact Mrs. Fosse, Disability Manager, at psh-accueil@orsys.fr to review your request and its feasibility.

2 Balancing Short-Term Needs and Long-Term Vision

Compétences visées

- Clarify what sustainable value creation actually entails
- Assess the financial, human, and reputational impacts of a decision
- Compare alternative scenarios based on explicit assumptions
- Involving Stakeholders in Strategic Arbitration

Activités pédagogiques

- Simulation of Budgetary Trade-offs Under Constraints: Allocating Limited Resources Among Competing Projects
- Develop a short- and long-term trade-off matrix applied to a real-world business decision
- Explain the decision-making criteria that were actually taken into account: financial, human resources, and reputational

Outils et méthodes

- Short-Term/Long-Term Arbitrage Matrix
- Weighted multi-criteria matrix (financial, human, reputational)
- Stakeholder Mapping

3 Making Decisions Under Pressure and With Incomplete Information

Compétences visées

- Describe decision-making processes in stressful situations
- Structuring a Decision-Making Process in a Constrained Environment
- Prioritizing Criteria When Information Is Incomplete
- Making a Decision Despite Ambiguity: Thresholds, Reversibility, and Open Options

Activités pédagogiques

- Making a decision within a limited time frame based on a case file presented during the hearing, with incomplete and evolving information
- Fulfilling a decision-making role under time pressure and publicly taking responsibility for one's decisions
- Reconstruct the decision-making process that was followed and identify its vulnerabilities

Outils et méthodes

- OODA Loop (Observe, Orient, Decide, Act)
- Decision Tree for Incomplete Information (Thresholds, Reversibility, Cost of Waiting)
- Status Report Outline

4 Identifying and Correcting Cognitive Biases in Leaders

Compétences visées

- Identify the main biases that influence strategic decisions: confirmation bias, anchoring bias, overconfidence, and groupthink
- Analyze the effect of group dynamics on decision quality
- Implement corrective measures in its governance
- Establish a culture of structured strategic debate

Activités pédagogiques

- Identify your predominant decision-making biases and the situations that trigger them
- Simulation of a strategic committee with induced biases. Identifying and neutralizing cognitive biases in real time
- Developing a protocol to counter cognitive biases for your executive committee (devil's advocate, premortem, blind voting)

Outils et méthodes

- A Reference Guide to Cognitive Biases in Leaders
- Premortem and devil's advocate
- Protocol for Structured Strategic Debate

5 Develop a shared decision-making framework and communicate it effectively

Compétences visées

- Structuring a Shared Decision-Making Process
- Define explicit arbitration criteria and their trigger thresholds
- Establish a formal process for tracking decisions
- Communicating a Strategic Decision Clearly and Consistently

Activités pédagogiques

- Establishing Your Own Decision-Making Framework: Criteria, Thresholds, Stakeholders, and Traceability
- Challenge the robustness of formalized frameworks among peers and use the results to develop a 6-month plan for improving decision-making

Outils et méthodes

- Decision-Making Framework (Criteria, Thresholds, Decision-Making RACI)
- Decision Traceability Log
- Strategic Decision Communication Framework

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Dates and locations

REMOTE CLASS

2027 : 25 Mar., 17 June, 27 Sep., 13 Dec.