

LEADERSHIP & MANAGEMENT | COURSE BROCHURE

Decision Intelligence: Data-Driven Decision-Making for Leaders

5 days | Classroom training | English

SMART HORIZON

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Course content

Why attend

Leaders now have access to more data than ever, but more data does not automatically lead to better decisions. Decision intelligence combines data analysis, behavioural insight and structured decision methods to improve the quality and speed of important choices. This course shows leaders how to frame decisions, ask the right analytical questions, interpret evidence critically, use AI and analytics appropriately and avoid common cognitive biases. Participants practise structured decision techniques on realistic scenarios and design a decision framework for their own area.

Poor decisions are often caused not by a lack of information but by unclear framing, overconfidence and misinterpreted data. This course helps you combine analytics, judgement and structured methods so that you can make faster, better-justified decisions and explain them with confidence to stakeholders.

Professional Problems This Course Is Designed to Solve

• Difficulty translating subject knowledge into practical workplace decisions.
• Inconsistent approaches to the activities covered in the course outline.
• Lack of a structured plan for applying and reviewing new skills.

Course methodology

The programme combines facilitator inputs with decision simulations, data interpretation exercises, bias-spotting activities, AI-assisted analysis demonstrations and group workshops in which participants design decision processes for real business problems.

Course objectives

By the end of this course, participants will be able to:
• Frame business decisions clearly, including objectives, options and constraints
• Ask the right analytical questions and interpret data critically
• Recognise and reduce cognitive biases in individual and group decisions
• Use scenario analysis and probabilistic thinking to manage uncertainty
• Understand how AI and analytics can support, but not replace, judgement
• Design a decision framework and governance process for their area



Course content

Target audience

This course is suitable for:

- Senior managers and executives
- Department heads responsible for strategic or operational decisions
- Strategy, planning and performance professionals
- Managers working with analytics or business intelligence teams
- Leaders involved in digital or AI transformation

Target competencies

Participants will develop competencies in:

- Decision framing
- Data literacy for leaders
- Bias awareness
- Scenario and risk analysis
- AI-assisted decision support
- Decision governance

Course outline

Day 1: Foundations of Decision Intelligence

09:00–09:54	Why good leaders still make poor decisions
09:54–10:48	Types of decisions: strategic, tactical, operational and reversible
10:48–11:00	Framing the decision: objectives, options and criteria
11:00–11:30	**Coffee break**
11:30–12:12	Framing the decision: objectives, options and criteria (continued)
12:12–13:06	From data to insight to action
13:06–14:00	Exercise: Reframing a current decision in your organisation

Day 2: Data Literacy for Decision-Makers

09:00–09:54	Asking the right questions of data and analysts
09:54–10:48	Understanding variation, correlation and causation
10:48–11:00	Reading dashboards and avoiding misleading charts



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11:00–11:30	**Coffee break**
11:30–12:12	Reading dashboards and avoiding misleading charts (continued)
12:12–13:06	Assessing data quality and limitations
13:06–14:00	Exercise: Challenging an analytical recommendation

Day 3: Judgement, Bias and Group Decisions

09:00–09:54	Common cognitive biases: anchoring, confirmation and overconfidence
09:54–10:48	Groupthink and how to encourage healthy challenge
10:48–11:00	Techniques: pre-mortems, red teams and devil's advocacy
11:00–11:30	**Coffee break**
11:30–12:12	Techniques: pre-mortems, red teams and devil's advocacy (continued)
12:12–13:06	Balancing intuition and evidence
13:06–14:00	Simulation: A high-stakes group decision

Day 4: Decisions Under Uncertainty

09:00–09:54	Scenario planning and sensitivity analysis
09:54–10:48	Expected value and probabilistic thinking
10:48–11:00	Using AI, forecasting and predictive analytics appropriately
11:00–11:30	**Coffee break**
11:30–12:12	Using AI, forecasting and predictive analytics appropriately (continued)
12:12–13:06	Knowing when to decide, wait or experiment
13:06–14:00	Case study: Investment decision under uncertain demand

Day 5: Building a Decision-Making Culture

09:00–09:54	Decision rights, accountability and governance
09:54–10:48	Documenting and communicating decisions
10:48–11:00	Learning from decisions through reviews and feedback loops



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11:00–11:30	**Coffee break**
11:30–12:12	Learning from decisions through reviews and feedback loops (continued)
12:12–13:06	Ethical and responsible use of data and AI in decisions
13:06–14:00	Capstone: Designing a decision framework for your area

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the sessions. They are indicative only and do not constitute a binding commitment.

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (EUR)
Kuala Lumpur Confirmed dates	9 Nov 2026	13 Nov 2026	**€1,450.-**
Online Confirmed dates	9 Nov 2026	13 Nov 2026	**€1,250.-**
Paris Confirmed dates	23 Nov 2026	27 Nov 2026	**€2,860.-**
Online Confirmed dates	23 Nov 2026	27 Nov 2026	**€1,250.-**
Cape Town Confirmed dates	30 Nov 2026	4 Dec 2026	**€1,890.-**
Online Confirmed dates	30 Nov 2026	4 Dec 2026	**€1,250.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Istanbul Confirmed dates	7 Dec 2026	11 Dec 2026	**€2,650.-**
Online Confirmed dates	7 Dec 2026	11 Dec 2026	**€1,250.-**
Amsterdam Confirmed dates	14 Dec 2026	18 Dec 2026	**€2,540.-**
Online Confirmed dates	14 Dec 2026	18 Dec 2026	**€1,250.-**
Singapore Confirmed dates	11 Jan 2027	15 Jan 2027	**€2,820.-**
Online Confirmed dates	11 Jan 2027	15 Jan 2027	**€1,250.-**
London Confirmed dates	25 Jan 2027	29 Jan 2027	**€2,450.-**
Online Confirmed dates	25 Jan 2027	29 Jan 2027	**€1,250.-**
Dubai Confirmed dates	8 Feb 2027	12 Feb 2027	**€3,150.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	8 Feb 2027	12 Feb 2027	**€1,250.–**
Frankfurt Confirmed dates	22 Feb 2027	26 Feb 2027	**€2,650.–**
Online Confirmed dates	22 Feb 2027	26 Feb 2027	**€1,250.–**
Rome Confirmed dates	1 Mar 2027	5 Mar 2027	**€2,450.–**
Online Confirmed dates	1 Mar 2027	5 Mar 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	8 Mar 2027	12 Mar 2027	**€1,450.–**
Online Confirmed dates	8 Mar 2027	12 Mar 2027	**€1,250.–**
Paris Confirmed dates	22 Mar 2027	26 Mar 2027	**€2,860.–**
Online Confirmed dates	22 Mar 2027	26 Mar 2027	**€1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Istanbul Confirmed dates	12 Apr 2027	16 Apr 2027	**€2,650.-**
Online Confirmed dates	12 Apr 2027	16 Apr 2027	**€1,250.-**
Amsterdam Confirmed dates	26 Apr 2027	30 Apr 2027	**€2,540.-**
Online Confirmed dates	26 Apr 2027	30 Apr 2027	**€1,250.-**
Rome Confirmed dates	3 May 2027	7 May 2027	**€2,450.-**
Online Confirmed dates	3 May 2027	7 May 2027	**€1,250.-**
Singapore Confirmed dates	10 May 2027	14 May 2027	**€2,820.-**
Online Confirmed dates	10 May 2027	14 May 2027	**€1,250.-**
London Confirmed dates	24 May 2027	28 May 2027	**€2,450.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	24 May 2027	28 May 2027	**€1,250.–**
Dubai Confirmed dates	14 Jun 2027	18 Jun 2027	**€3,150.–**
Online Confirmed dates	14 Jun 2027	18 Jun 2027	**€1,250.–**
Frankfurt Confirmed dates	21 Jun 2027	25 Jun 2027	**€2,650.–**
Online Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,250.–**
Vienna Confirmed dates	28 Jun 2027	2 Jul 2027	**€2,940.–**
Online Confirmed dates	28 Jun 2027	2 Jul 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	12 Jul 2027	16 Jul 2027	**€1,450.–**
Online Confirmed dates	12 Jul 2027	16 Jul 2027	**€1,250.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Paris Confirmed dates	26 Jul 2027	30 Jul 2027	**€2,860.-**
Online Confirmed dates	26 Jul 2027	30 Jul 2027	**€1,250.-**
Istanbul Confirmed dates	9 Aug 2027	13 Aug 2027	**€2,650.-**
Online Confirmed dates	9 Aug 2027	13 Aug 2027	**€1,250.-**
Amsterdam Confirmed dates	23 Aug 2027	27 Aug 2027	**€2,540.-**
Online Confirmed dates	23 Aug 2027	27 Aug 2027	**€1,250.-**
Barcelona Confirmed dates	30 Aug 2027	3 Sept 2027	**€2,840.-**
Online Confirmed dates	30 Aug 2027	3 Sept 2027	**€1,250.-**
Singapore Confirmed dates	13 Sept 2027	17 Sept 2027	**€2,820.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	13 Sept 2027	17 Sept 2027	**€1,250.–**
London Confirmed dates	20 Sept 2027	24 Sept 2027	**€2,450.–**
Online Confirmed dates	20 Sept 2027	24 Sept 2027	**€1,250.–**
Dubai Confirmed dates	11 Oct 2027	15 Oct 2027	**€3,150.–**
Online Confirmed dates	11 Oct 2027	15 Oct 2027	**€1,250.–**
Frankfurt Confirmed dates	25 Oct 2027	29 Oct 2027	**€2,650.–**
Online Confirmed dates	25 Oct 2027	29 Oct 2027	**€1,250.–**
Cape Town Confirmed dates	1 Nov 2027	5 Nov 2027	**€1,890.–**
Online Confirmed dates	1 Nov 2027	5 Nov 2027	**€1,250.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Kuala Lumpur Confirmed dates	8 Nov 2027	12 Nov 2027	**€1,450.–**
Online Confirmed dates	8 Nov 2027	12 Nov 2027	**€1,250.–**
Paris Confirmed dates	22 Nov 2027	26 Nov 2027	**€2,860.–**
Online Confirmed dates	22 Nov 2027	26 Nov 2027	**€1,250.–**
Istanbul Confirmed dates	6 Dec 2027	10 Dec 2027	**€2,650.–**
Online Confirmed dates	6 Dec 2027	10 Dec 2027	**€1,250.–**
Amsterdam Confirmed dates	13 Dec 2027	17 Dec 2027	**€2,540.–**
Online Confirmed dates	13 Dec 2027	17 Dec 2027	**€1,250.–**



Course content

Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

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