

LEADERSHIP & MANAGEMENT | COURSE BROCHURE

Decision Making Under Uncertainty

5 days | Classroom training | English

SMART HORIZON

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Course content

Why attend

Many important decisions must be made before all the facts are known. This course gives leaders practical tools to decide well under uncertainty: framing the decision, thinking in probabilities, using scenarios and decision trees, avoiding common biases, involving the right people and learning systematically from outcomes.

Good decisions can still lead to bad outcomes, and vice versa. You will learn to judge decisions by their quality and improve your decision process over time.

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

Decision exercises, bias experiments, scenario workshops, decision-tree practice and case studies of business decisions.

Course objectives

By the end of this course, participants will be able to:
• Frame decisions clearly and define objectives
• Think in probabilities and ranges rather than certainties
• Use scenarios and decision trees to compare options
• Recognise and reduce cognitive biases
• Design group decision processes that use diverse views
• Review decisions and learn from outcomes

Target audience

This course is suitable for:
• Managers and senior leaders
• Project and investment decision makers
• Strategy and planning professionals
• Risk managers
• Analysts supporting decisions



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Target competencies

Participants will develop competencies in:

- Decision framing
- Probabilistic thinking
- Scenario analysis
- Bias awareness
- Group facilitation

Course outline

Day 1: Decision Quality

09:00–10:08	Decision quality versus outcome
10:08–11:00	Framing the decision
11:00–11:30	**Coffee break**
11:30–11:45	Framing the decision (continued)
11:45–12:53	Objectives and criteria
12:53–14:00	Exercise: reframing a real decision

Day 2: Thinking in Probabilities

09:00–10:08	Estimating likelihoods
10:08–11:00	Ranges and confidence
11:00–11:30	**Coffee break**
11:30–11:45	Ranges and confidence (continued)
11:45–12:53	Expected value
12:53–14:00	Calibration exercise

Day 3: Scenarios and Decision Trees

09:00–10:08	Building scenarios
10:08–11:00	Decision trees
11:00–11:30	**Coffee break**



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11:30–11:45	Decision trees (continued)
11:45–12:53	Value of information
12:53–14:00	Workshop: investment decision

Day 4: Biases and Group Decisions

09:00–10:08	Common cognitive biases
10:08–11:00	Groupthink and how to avoid it
11:00–11:30	**Coffee break**
11:30–11:45	Groupthink and how to avoid it (continued)
11:45–12:53	Pre-mortems and red teams
12:53–14:00	Simulation: team decision

Day 5: Learning from Decisions

09:00–10:08	Decision journals
10:08–11:00	After-action reviews
11:00–11:30	**Coffee break**
11:30–11:45	After-action reviews (continued)
11:45–12:53	Building a decision culture
12:53–14:00	Action plan

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.



Course content

Dates, venues and fees

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

Venue	Start date	End date	Fee (EUR)
Cape Town Confirmed dates	9 Nov 2026	13 Nov 2026	**€1,890.–**
Online Confirmed dates	9 Nov 2026	13 Nov 2026	**€1,250.–**
Rome Confirmed dates	23 Nov 2026	27 Nov 2026	**€2,450.–**
Online Confirmed dates	23 Nov 2026	27 Nov 2026	**€1,250.–**
Vienna Confirmed dates	14 Dec 2026	18 Dec 2026	**€2,940.–**
Online Confirmed dates	14 Dec 2026	18 Dec 2026	**€1,250.–**
Cape Town Confirmed dates	18 Jan 2027	22 Jan 2027	**€1,890.–**
Online Confirmed dates	18 Jan 2027	22 Jan 2027	**€1,250.–**
Barcelona Confirmed dates	8 Feb 2027	12 Feb 2027	**€2,840.–**



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.–**
London Confirmed dates	1 Mar 2027	5 Mar 2027	**€2,450.–**
Online Confirmed dates	1 Mar 2027	5 Mar 2027	**€1,250.–**
Dubai Confirmed dates	15 Mar 2027	19 Mar 2027	**€3,150.–**
Online Confirmed dates	15 Mar 2027	19 Mar 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	5 Apr 2027	9 Apr 2027	**€1,450.–**
Online Confirmed dates	5 Apr 2027	9 Apr 2027	**€1,250.–**
Paris Confirmed dates	26 Apr 2027	30 Apr 2027	**€2,860.–**
Online Confirmed dates	26 Apr 2027	30 Apr 2027	**€1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Rome Confirmed dates	17 May 2027	21 May 2027	**€2,450.-**
Online Confirmed dates	17 May 2027	21 May 2027	**€1,250.-**
Frankfurt Confirmed dates	7 Jun 2027	11 Jun 2027	**€2,650.-**
Online Confirmed dates	7 Jun 2027	11 Jun 2027	**€1,250.-**
Rome Confirmed dates	21 Jun 2027	25 Jun 2027	**€2,450.-**
Online Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,250.-**
Istanbul Confirmed dates	12 Jul 2027	16 Jul 2027	**€2,650.-**
Online Confirmed dates	12 Jul 2027	16 Jul 2027	**€1,250.-**
Dubai Confirmed dates	2 Aug 2027	6 Aug 2027	**€3,150.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	2 Aug 2027	6 Aug 2027	**€1,250.-**
Cape Town Confirmed dates	23 Aug 2027	27 Aug 2027	**€1,890.-**
Online Confirmed dates	23 Aug 2027	27 Aug 2027	**€1,250.-**
London Confirmed dates	13 Sept 2027	17 Sept 2027	**€2,450.-**
Online Confirmed dates	13 Sept 2027	17 Sept 2027	**€1,250.-**
Vienna Confirmed dates	27 Sept 2027	1 Oct 2027	**€2,940.-**
Online Confirmed dates	27 Sept 2027	1 Oct 2027	**€1,250.-**
Barcelona Confirmed dates	18 Oct 2027	22 Oct 2027	**€2,840.-**
Online Confirmed dates	18 Oct 2027	22 Oct 2027	**€1,250.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Dubai Confirmed dates	8 Nov 2027	12 Nov 2027	**€3,150.-**
Online Confirmed dates	8 Nov 2027	12 Nov 2027	**€1,250.-**
Amsterdam Confirmed dates	29 Nov 2027	3 Dec 2027	**€2,540.-**
Online Confirmed dates	29 Nov 2027	3 Dec 2027	**€1,250.-**

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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