

LEADERSHIP & MANAGEMENT | COURSE BROCHURE

Executive Decision Analytics

5 days | Classroom training | English

SMART HORIZON

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Amsterdam
The Netherlands

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Course content

Why attend

Senior leaders receive more data than ever but still need to make timely, well-judged decisions. This course shows executives how to use analytics effectively: asking the right questions, interpreting dashboards and models, recognising statistical traps, balancing data with judgement and building decision processes supported by evidence.

Misread data can be more dangerous than no data. You will learn to use analytics with confidence and healthy scepticism.

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

Executive case studies, data interpretation exercises, decision simulations and discussion of analytics failures.

Course objectives

By the end of this course, participants will be able to:
• Frame business questions for analytics teams
• Interpret dashboards, forecasts and models
• Recognise common statistical traps
• Combine analytics with experience and judgement
• Use scenarios and sensitivity analysis in decisions
• Build evidence-based decision processes

Target audience

This course is suitable for:
• Senior executives and directors
• Heads of business units
• Strategy and planning leaders
• Board members
• Senior managers sponsoring analytics



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Target competencies

Participants will develop competencies in:

- Analytical judgement
- Statistical literacy
- Decision framing
- Scenario use
- Evidence-based leadership

Course outline

Day 1: Analytics for Leaders

09:00–10:08	Where analytics adds value
10:08–11:00	Questions leaders should ask
11:00–11:30	**Coffee break**
11:30–11:45	Questions leaders should ask (continued)
11:45–12:53	Data maturity
12:53–14:00	Case study

Day 2: Interpreting Data

09:00–10:08	Dashboards and KPIs
10:08–11:00	Correlation versus causation
11:00–11:30	**Coffee break**
11:30–11:45	Correlation versus causation (continued)
11:45–12:53	Sampling and significance
12:53–14:00	Exercise: data traps

Day 3: Forecasts and Models

09:00–10:08	How forecasts work
10:08–11:00	Uncertainty and ranges
11:00–11:30	**Coffee break**



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11:30–11:45	Uncertainty and ranges (continued)
11:45–12:53	Model limitations
12:53–14:00	Workshop

Day 4: Data and Judgement

09:00–10:08	When to trust data
10:08–11:00	Scenario and sensitivity analysis
11:00–11:30	**Coffee break**
11:30–11:45	Scenario and sensitivity analysis (continued)
11:45–12:53	Bias in data and people
12:53–14:00	Simulation

Day 5: Evidence-Based Leadership

09:00–10:08	Decision processes
10:08–11:00	Working with analytics teams
11:00–11:30	**Coffee break**
11:30–11:45	Working with analytics teams (continued)
11:45–12:53	Leadership practices
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)
Rome Confirmed dates	23 Nov 2026	27 Nov 2026	**€2,450.-**
Online Confirmed dates	23 Nov 2026	27 Nov 2026	**€1,250.-**
Dubai Confirmed dates	14 Dec 2026	18 Dec 2026	**€3,150.-**
Online Confirmed dates	14 Dec 2026	18 Dec 2026	**€1,250.-**
Kuala Lumpur Confirmed dates	18 Jan 2027	22 Jan 2027	**€1,450.-**
Online Confirmed dates	18 Jan 2027	22 Jan 2027	**€1,250.-**
Barcelona Confirmed dates	1 Feb 2027	5 Feb 2027	**€2,840.-**
Online Confirmed dates	1 Feb 2027	5 Feb 2027	**€1,250.-**
Rome Confirmed dates	22 Feb 2027	26 Feb 2027	**€2,450.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	22 Feb 2027	26 Feb 2027	**€1,250.–**
Vienna Confirmed dates	15 Mar 2027	19 Mar 2027	**€2,940.–**
Online Confirmed dates	15 Mar 2027	19 Mar 2027	**€1,250.–**
London Confirmed dates	5 Apr 2027	9 Apr 2027	**€2,450.–**
Online Confirmed dates	5 Apr 2027	9 Apr 2027	**€1,250.–**
Dubai Confirmed dates	26 Apr 2027	30 Apr 2027	**€3,150.–**
Online Confirmed dates	26 Apr 2027	30 Apr 2027	**€1,250.–**
Cape Town Confirmed dates	10 May 2027	14 May 2027	**€1,890.–**
Online Confirmed dates	10 May 2027	14 May 2027	**€1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Amsterdam Confirmed dates	31 May 2027	4 Jun 2027	**€2,540.–**
Online Confirmed dates	31 May 2027	4 Jun 2027	**€1,250.–**
London Confirmed dates	21 Jun 2027	25 Jun 2027	**€2,450.–**
Online Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,250.–**
Frankfurt Confirmed dates	12 Jul 2027	16 Jul 2027	**€2,650.–**
Online Confirmed dates	12 Jul 2027	16 Jul 2027	**€1,250.–**
Vienna Confirmed dates	2 Aug 2027	6 Aug 2027	**€2,940.–**
Online Confirmed dates	2 Aug 2027	6 Aug 2027	**€1,250.–**
Cape Town Confirmed dates	16 Aug 2027	20 Aug 2027	**€1,890.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	16 Aug 2027	20 Aug 2027	**€1,250.-**
Rome Confirmed dates	6 Sept 2027	10 Sept 2027	**€2,450.-**
Online Confirmed dates	6 Sept 2027	10 Sept 2027	**€1,250.-**
Cape Town Confirmed dates	27 Sept 2027	1 Oct 2027	**€1,890.-**
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.-**
Istanbul Confirmed dates	8 Nov 2027	12 Nov 2027	**€2,650.-**
Online Confirmed dates	8 Nov 2027	12 Nov 2027	**€1,250.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Dubai Confirmed dates	22 Nov 2027	26 Nov 2027	**€3,150.-**
Online Confirmed dates	22 Nov 2027	26 Nov 2027	**€1,250.-**
Paris Confirmed dates	13 Dec 2027	17 Dec 2027	**€2,860.-**
Online Confirmed dates	13 Dec 2027	17 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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