

STRATEGIC DECISION MAKING



GENTEX[®]
TRAINING CENTER



Introduction

Strategic Decision Making Training Course equips professionals to make high-impact choices with clarity and discipline. Participants learn how to frame decisions correctly, weigh evidence, and overcome the biases that quietly distort judgement. The program combines decision science with practical work on option appraisal, scenario planning, and group decision facilitation. As a result, learners gain a repeatable method for choosing under uncertainty. Furthermore, the course strengthens critical thinking, risk awareness, and the ability to explain and defend decisions to senior stakeholders.

Strategic Decision Making Course Objectives

- Frame strategic decisions correctly by separating problems from symptoms.
- Apply rational decision-making models and the Cynefind framework for complex contexts.
- Use decision trees, expected value analysis, and multi-criteria decision analysis.
- Apply cost-benefit analysis and risk-adjusted return thinking to major choices.
- Identify and counter cognitive biases such as anchoring, confirmation bias, and the sunk cost fallacy.
- Use pre-mortem analysis, red teaming, and devil's advocacy to test assumptions.
- Apply decision-making under uncertainty using Bayes' theorem concepts and scenario planning.
- Use group decision techniques including Delphi method and nominal group technique.
- Apply the RAPID and RACI frameworks to clarify decision roles.
- Document decisions with rationale, assumptions, and review triggers.

Course Methodology

- Interactive sessions built on real strategic decision cases.
- Workshops on decision trees, option appraisal, and criteria weighting.

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- Group exercises on bias recognition and structured challenge.
- Hands-on practice with pre-mortems, scenario planning, and decision records.
- Simulation of high-stakes group decisions under time pressure.
- Facilitator feedback and peer review on decision documentation.

Who Should Take This Course

- Senior managers, directors, and department heads.
- Strategy, planning, and corporate development professionals.
- Project and program leaders making consequential choices.
- Risk, finance, and investment analysts supporting decisions.
- Consultants advising on strategy and investment decisions.
- Team leaders preparing for broader decision authority.

Strategic Decision Making Course Outlines

Day 1: Foundations of Strategic Decision Making

- What makes a decision strategic rather than operational.
- Rational decision models and their practical limits.
- Bounded rationality and satisficing (Herbert Simon).
- The Cynefin framework: simple, complicated, complex, chaotic.
- Problem framing and separating cause from symptom.
- Decision quality versus outcome quality.
- Case study: analysing a decision with a poor outcome.

Day 2: Evidence, Analysis, and Option Appraisal



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- Gathering and weighing evidence for decisions.
- Decision trees and expected value analysis.
- Cost-benefit analysis and risk-adjusted comparison.
- Multi-criteria decision analysis and criteria weighting.
- Sensitivity analysis and testing key assumptions.
- Make-or-buy and investment appraisal basics (NPV, IRR).
- Workshop: appraising three strategic options.

Day 3: Cognitive Bias and Critical Thinking

- Anchoring, confirmation bias, availability heuristic, and framing effects.
- The sunk cost fallacy and escalation of commitment.
- Groupthink and the Abilene paradox.
- Pre-mortem analysis and prospective hindsight.
- Red teaming and devil's advocacy techniques.
- Structured challenge questions for assumptions.
- Exercise: running a pre-mortem on a live decision.

Day 4: Decisions Under Uncertainty and Group Process

- Decision-making under uncertainty and probabilistic thinking.
- Bayes' theorem concepts and updating beliefs with evidence.
- Scenario planning and decision robustness.
- The Delphi method and nominal group technique.
- RAPID and RACI frameworks for decision roles.
- Facilitating group decisions and managing strong personalities.
- Simulation: a high-stakes group decision.





Day 5: Decision Governance, Documentation, and Learning

- Decision records: rationale, assumptions, and alternatives considered.
- Setting review triggers and decision audit trails.
- Communicating and defending decisions to stakeholders.
- Learning from decision outcomes without hindsight bias.
- Building a decision-quality culture in teams.
- Ethics and accountability in consequential choices.
- Capstone: presenting a documented strategic decision.

Conclusion

By successfully completing Strategic Decision Making, participants will gain a disciplined method for framing choices, testing evidence, and countering the biases that damage judgement. They will acquire skills in option appraisal, probability thinking, group facilitation, and decision documentation. Gentex Training Center designs the program to help professionals make choices they can explain, defend, and learn from.

FAQs

Q1 What is the "Strategic Decision Making" course about?

It teaches a structured method for making high-impact choices under uncertainty. The course covers problem framing, option appraisal, cognitive bias, probability thinking, group decision techniques, and decision documentation so choices rest on evidence rather than instinct.



Q2 What are the key benefits of the "Strategic Decision Making" course?

You gain a repeatable process that improves decision quality, not just outcomes. The course reduces costly bias-driven errors, sharpens option comparison, strengthens group decisions, and helps you explain and defend choices credibly to boards and senior stakeholders.

Q3 What skills will I gain from the "Strategic Decision Making" course?

You will develop four core skills: problem framing and decision structuring, option appraisal and quantitative analysis, bias recognition and critical thinking, and group decision facilitation with decision documentation and governance.

Q4 What tools, methods, or standards are covered in the "Strategic Decision Making" course?

The course covers decision trees, expected value analysis, cost-benefit analysis, multi-criteria decision analysis, sensitivity analysis, NPV and IRR appraisal, the Cynefin framework, Bayes' theorem concepts, pre-mortem analysis, red teaming, devil's advocacy, the Delphi method, nominal group technique, RAPID, and RACI decision frameworks.

Q5 How is the "Strategic Decision Making" course applied in real-world practice?

Participants apply it to real choices such as entering a new market, approving a capital investment, selecting a supplier, and restructuring a department. The same methods support investment committee papers, strategy reviews, and post-decision learning reviews.