

# Decision Making

**Language**

English

**Mode**

In-person, classroom mode

**Course content and objectives**

In today's fast-moving and unpredictable world, developing decision-making skills is vital for navigating complexity, leading with clarity and confidence, and achieving impactful, sustainable results.

Inspired by the work of psychotherapist Giorgio Nardone and his applied approach to human behavior and change, this course explores the hidden dynamics behind decision-making, focusing on the emotional factors that often sabotage our ability to choose effectively and going beyond traditional decision-making approaches that emphasize logic, data, and economic models.

This program integrates the human and emotional dimensions as central factors influencing how we make, delay, or avoid decisions. Participants will learn to recognize these emotional mechanisms and develop strategies to manage them, rather than being unconsciously driven by them.

**Topic Summary**

- Decision-Making Paradoxes: learn to recognize the hidden traps that complicate decisions
- Emotional Influence on Decisions and the important role of Communication: understand how emotions and communication can override rational thinking and shape the way we perceive situations and make decisions.
- Reactive Patterns Below our Awareness: identify and break common "attempted solutions", our recurring decision-making traps
- An Emotionally Intelligent Decision-Making Framework: learn the Worst-Case Scenario Technique, a practical tool that integrates cognition, emotion, and behavior to support more effective decisions.

**Teaching Methodology**

The course examines how emotions, perceptions and paradoxes can influence and sometimes block our decision-making process. Through a learning-by-doing approach combining examples, exercises and discussions, students will learn to recognize these dynamics, developing a practical method to navigate complexity, communicate effectively, and translate theory into actionable skills that can be refined over time.

**Evaluation Methodology**

To pass the exam, participants must correctly answer at least 8 out of 15 multiple-choice questions. Admission to the final exam is subject to meeting the minimum attendance requirement (at least 3 out of 4 classes).

**Faculty for the course**

**Cinzia Estermann:** Master's Degree in International Management; later specialized in Performance Sciences focusing on Strategic Problem Solving, Decision Making and Communication, combining economic and psychological perspectives. She is a trainer for La Palestra della Scrittura and Demand Manager in a multinational company. Her work focuses on change management and organizational development.