

Decision Making

Language

English

Course content and objectives

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

This course explores the hidden dynamics behind decision-making, focusing not only on cognitive strategies but most importantly and often underestimated, on the emotional mechanisms that often sabotage our ability to choose effectively. We will go beyond traditional decision-making approaches that emphasize logic, data, and economic models. This program integrates our human and emotional dimensions as a central factor influencing how we make, delay, or avoid decisions. Participants will learn to recognize these emotional mechanisms and develop strategies to manage them, rather than be unconsciously driven by them.

Topics Summary:

- **Decision-Making Paradoxes**
Learn to recognize the hidden traps that complicate decisions, such as information overload and excessive choice
- **Emotional Influence on Decisions**
Understand how emotions can override rational thinking in critical moments
- **Reactive Patterns below our Awareness**
Identify and break common "attempted solutions", our decision-making traps
- **Emotionally Intelligent Decision Framework**
How to build a personal model that integrates cognition, emotion, and behavior for more effective decision-making

Teaching Methodology

It's a course inspired by concreteness and learning by doing. It includes several moments dedicated to the study of models and the use of tools, many individual and group exercises for experimentation on real cases, final discussion and debriefing for comparing the results.

Evaluation Methodology

To pass the exam, participants must correctly answer at least **8 out of 15 multiple-choice questions**

Faculty for the course

Cinzia Estermann: Bachelor's degree in economics. Trainer for "La Palestra della Scrittura" and responsible for the Demand Planning process for a multinational in Italy. She develops her research and training in change management.