Soft skills

# Deciding and Moving Forward Under Uncertainty

One day to act when information is missing, the context keeps changing and you cannot wait to be sure. Participants learn to separate what they know from what they assume, to size their commitment to how reversible a decision is, to move forward in verifiable steps and to explain a provisional decision to their team without losing its trust.

**Duration : 1 day**

## Objectives

1. Distinguish measurable risk, uncertainty and ambiguity, and what each demands of the decision-maker
2. Separate the facts, assumptions and unknowns of a situation
3. Classify a decision by its reversibility and set the analysis time accordingly
4. Move forward in small steps, with go and stop criteria set in advance
5. Communicate a provisional decision to your team and revise it without losing credibility

## Programme

**Day 1 — morning**

• Why uncertainty paralyses: waiting for the missing data, seeking consensus, postponing

• Risk, uncertainty, ambiguity: three situations, three ways to decide

• Situation map: what you know, what you assume, what you do not know, what you can learn quickly

• Reversible and irreversible decisions: where to invest your analysis time

**Day 1 — afternoon (workshop)**

• Moving forward in steps: a no-regret first move, a decision point, go and stop criteria

• Assumptions register: noting them, testing them, revisiting the decision when one of them fails

• Announcing a provisional decision: what is decided, what remains open, when you will review

• Workshop: a pending decision from your own scope, prepared up to the first step

• Knowledge test and presentation of the decisions prepared

## Teaching methods

• Decision cases in a shifting context: loss of a major customer, supply disruption, a regulatory requirement announced without a final text

• "Know, assume, do not know" exercise on a real situation from each participant

• Multi-round simulation in which information arrives in stages

• Sub-group work and comparison of the choices made

• Small groups of 6 to 12 people, delivered in French, Darija or English

## Assessment and documents

Knowledge test and presentation of the decision prepared in the workshop, with a follow-up evaluation at D+1. Numbered training certificate, verifiable online, for each participant; training report handed to the company.

Bilingual materials for every participant; each classroom course comes with its digital twin on OmniLearn.

**Good to know**

For the decision method and judgement biases, see "Making Good Decisions: Method and Cognitive Biases". For situations where a call has to be made within minutes, the half-day "Deciding Fast Under Pressure" is a better fit.

## Practical information

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| **Duration** | 1 day |
| **Audience** | Managers, project managers, department heads |
| **Prerequisites** | No prerequisites |
| **Group size** | Groups of 6 to 12 participants, in-company |
| **Format** | In-company, face to face on your site |
| **Language** | French, Darija or English; bilingual materials |
| **Funding** | OFPPT special training contracts (TFP), GIAC, Maroc PME: we prepare the applications with you, at no extra cost. |
| **Programme customisation** | Programme adapted to your procedures, your equipment and your audience |

## Frequently asked questions

**How does it differ from "Making Good Decisions: Method and Cognitive Biases"?**
That course structures a decision when options and data are available, and teaches you to spot judgement biases. Here the subject is acting when data is missing: assumptions, steps, revising the decision.

**And from "Anticipating: Scenarios and Strategic Thinking"?**
Anticipation explores the future several years out through scenarios. This day is about today's decision, in a context you cannot predict, and how to adjust it week after week.

**Who should attend?**
Managers, project managers and department heads who must commit their team without full visibility: launching a product, a reorganisation, opening a market, changing a strategic supplier.

**Can we work on a confidential decision?**
Yes. Each participant chooses a decision from their own scope and can describe it in general terms. The trainer asks for no figures or names; only the approach is worked on in front of the group.