Soft skills

Making Good Decisions: Method and Cognitive Biases

One day to decide more reliably, alone or in a committee. Participants follow a step-by-step method, from framing the question to following up the decision, and learn to recognise the biases that skew judgement: confirmation, anchoring, sunk costs, overconfidence, group effects. They apply it to a real decision from their department.

Duration : 1 day

Objectives

1. Frame a decision: question asked, decision-maker, deadline, criteria
2. Build several real options instead of a yes-or-no choice
3. Compare options with a weighted criteria grid and a risk analysis
4. Recognise the main cognitive biases in your own reasoning and in a group's
5. Apply simple safeguards: a designated devil's advocate, pre-mortem analysis, written opinions before discussion
6. Document a decision and review it afterwards to draw lessons

Programme

Day 1 — morning

• What separates a good decision from a good outcome: the role of chance

• The steps of a decision: frame, gather information, create options, compare, choose, follow up

• Weighted criteria grid and risk matrix

• Cognitive biases: the shortcuts of reasoning and the situations where they mislead

Day 1 — afternoon (workshop)

• Frequent biases in business: confirmation, anchoring, status quo, sunk costs, overconfidence

• Group biases: aligning with the boss, false consensus, polarisation in meetings

• Safeguards: individual written opinions before the debate, pre-mortem analysis, the devil's advocate role

• Workshop: a real decision from your scope taken from start to finish with the method

• Knowledge test and cross-reading of the decision sheets

Teaching methods

• Small in-session experiments that bring the biases to light in the participants themselves

• Business cases: choosing a supplier, investing in a line, recruiting, launching a product

• Simulation of a decision committee with assigned roles

• Review of a past decision by each participant, re-read with the method

• Decision grids handed out and used in the workshop

Assessment and documents

Knowledge test and review of the decision sheet produced 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

When information is missing and the situation keeps changing, "Deciding and Moving Forward Under Uncertainty" extends this method. To examine arguments and data before deciding, see "Reasoning Rigorously: Critical Thinking and Analysis".

Practical information

Duration	1 day
Audience	Managers, project managers, experts, members of decision committees
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

What is a cognitive bias?

A reasoning shortcut that saves time but, in certain situations, leads to predictable errors: keeping only the information that confirms your idea, staying anchored on the first figure heard, pursuing a project because you have already invested heavily in it.

Does the course rid you of your biases?

No, and nobody manages it. Knowing they exist helps little; what helps are working rules that limit them: several options, written opinions before the debate, a designated devil's advocate. The day installs those rules.

Is it useful for an executive committee?

Yes. Part of the afternoon is about group biases and how to organise a decision meeting. The session can be run in-company for a committee that wants to review how it decides.

How does it differ from "Deciding Fast Under Pressure"?

Here you take the time for a complete method on an important decision. "Deciding Fast Under Pressure" prepares rules and reflexes for decisions to be made in a few minutes.