

# DECISION MAKING IN TIMES OF UNCERTAINTY

ESMT  
BERLIN



**Location**  
Berlin



**Tuition fee\***  
€2,800



**Language**  
English



**Duration**  
2 days



**Dates**  
September 25 – 26, 2023



**Certificate**  
You receive a certificate upon completion of the program.

## Postgraduate Diploma in Management

The program counts toward 2 of the 18 days necessary to receive the diploma.



[esmt.berlin/execed/decision-making](https://esmt.berlin/execed/decision-making)

Today's business leaders are increasingly forced to make quick decisions. Good managers will set out with the intention of making a reasoned and well-thought-out judgment call, yet a rational approach to tackling decisions is only one side of the story. Too often, too much emphasis is placed on intuition, and personal biases begin to influence – and fatally flaw – the decision-making process. This tendency should be balanced with objective analysis.

Decision Making in Times of Uncertainty looks at both sides of the equation. Practical experience is merged with up-to-date theoretical concepts. In addition to discussing business case studies with your international peers and ESMT's distinguished faculty, you will take part in individual and group exercises and tackle common decision-making challenges.

## Who should attend the program?

Managers in all functions who are actively involved in decision making in times of increasing volatility and uncertainty.

## Key topics

- Making good decisions
- Understanding decision-making psychology
- Optimizing group processes

## Teaching methods

Interactive lectures

Business cases

Discussions with peers and faculty

Group work

Coaching

Decision-making guidelines

Experiential exercises

## Decision Making in Times of Uncertainty

Better decision making in a volatile and uncertain environment

### Day 1 – Exploring rationality and intuition

- Elements of a good decision
- Group decision making in a multi-period setting
- Mental biases in decision-making processes

### Day 2 – Implementing rationality and intuition

- Keynote session with a guest speaker
- Combining rationality and intuition
- Integrating evidence-based decision making into leadership culture
- Exploring decision-making styles

## Key benefits

- ✔ Designing decision-making processes that combine rationality and intuition
- ✔ Learning how to avoid common decision-making mistakes
- ✔ Recognizing your own biases to prevent them from influencing your decisions
- ✔ Understanding how to best utilize big data and evidence-based decision making

\*For general terms and conditions and details on the application process, please go to: [esmt.berlin/execed/gtc](https://esmt.berlin/execed/gtc)



Christoph Burger

## Faculty

### Christoph Burger

is a senior lecturer at ESMT Berlin. His research spans innovation, effective decision making, and negotiation. His previous roles include vice-presidency of Bertelsmann Buch AG, as well as many years working as an independent consultant for the private equity financing of SMEs.

## Contact

### ESMT Berlin

[programs@esmt.org](mailto:programs@esmt.org)  
+49 30 21231-3130



The faculty members were enthusiastic and incredibly knowledgeable, and the wide variety, backgrounds, and experiences of my fellow students added great value, too. All this set in beautiful surroundings with historical significance.

Ruth Beadle,  
Senior Business & Development Analyst,  
Gazprom Marketing & Trading

[esmt.berlin/execed/open-programs](https://esmt.berlin/execed/open-programs)