

# Halderstone



Training module

# Decision Analysis

Structure complex decisions, clarify objectives, evaluate trade-offs, and make defensible choices under uncertainty



**Are important decisions in your organisation driven by intuition, politics, or incomplete analysis?**

## Overview

Organizations regularly face decisions that shape outcomes and priorities: which risks to address, which initiatives to pursue, how to allocate resources, or which options offer the best balance of benefits and costs. In practice, these decisions are often made informally, without a clear structure for comparing alternatives or reasoning about trade-offs.

This module introduces practical decision analysis methods that help structure complex decisions. Participants learn how to clarify objectives, develop and compare alternatives, and reason about uncertainty and trade-offs using simple, repeatable approaches that make decision logic transparent and defensible.



## Target audience

- Management system implementers and coordinators
- Those responsible for processes, policies, assets, risks, and controls related to a management system
- Management consultants working with management system design, governance, or improvement

# Is this module for you?

## It is a good fit for you if you...

- want to structure complex decisions instead of relying only on intuition or informal discussion.
- need to clarify objectives and trade-offs when evaluating alternative actions.
- want decisions and their rationale to be transparent and defensible.
- face situations where uncertainty and competing priorities make decisions difficult.

## It may be less suitable for you if you...

- already apply structured decision analysis methods consistently in your work.
- are primarily looking for detailed quantitative modelling or specialised decision software.
- expect prescriptive answers rather than structured ways to reason about decisions.
- have no role in shaping or advising on organisational decisions.

# Learning outcomes

## Key outcomes

- Structure complex decisions by clearly defining the decision, objectives, and alternatives
- Compare alternatives across multiple objectives using transparent and defensible reasoning
- Apply simple approaches to analyse trade-offs and uncertainty in order to support sound decisions

## Additional capabilities

- Distinguish between decision framing, analysis, and implementation responsibilities
- Identify common decision failure modes such as hidden assumptions, premature narrowing of alternatives, and unstructured trade-offs
- Document decision logic, assumptions, and rationale so outcomes remain transparent and reviewable
- Apply structured decision thinking to typical situations such as prioritisation, investment choices, and improvement planning

# Agenda

## **What structured decision analysis means in practice**

How structured decision thinking improves complex decisions such as prioritisation, resource allocation, and investment choices, and where common failure modes such as premature conclusions, hidden assumptions, and unstructured trade-offs undermine decision quality

## **Clarifying the decision and its boundaries**

How to define the decision to be made, distinguish decision framing from analysis and implementation, identify decision owners and stakeholders, and establish clear decision scope and constraints

## **Objectives and value hierarchies**

How to identify decision objectives, distinguish fundamental from means objectives, and structure them into clear value hierarchies that guide analysis and comparison of alternatives

## **Generating and structuring alternatives**

How to develop meaningful decision alternatives, avoid premature narrowing of options, and structure alternatives so they can be compared consistently against defined objectives

## **Trade-offs and multi-criteria comparison**

How to compare alternatives across multiple objectives, make trade-offs explicit, and apply simple multi-criteria approaches that support transparent and defensible decision discussions

## **Reasoning about uncertainty**

How to identify key uncertainties, distinguish controllable from uncontrollable factors, and use simple scenario and sensitivity approaches to understand how uncertainty affects decisions

## **Documenting decision logic and rationale**

How to record assumptions, alternatives, trade-offs, and rationale so decision logic remains transparent, traceable, and usable for governance, review, and learning

## **Case-based workshop**

Applying the learned concepts, methods, and approaches in a realistic case setting

# Included materials

## Learning materials

- Slide deck
- Participant workbook

## Templates & tools

- Decision framing canvas
- Objectives & value hierarchy template
- Alternatives development checklist
- Multi-Criteria decision matrix
- Uncertainty & sensitivity worksheet
- Decision rationale record

## Confirmation

- Confirmation of participation

# Preparation guidance

## Assumed background

No formal prerequisites. This module assumes general familiarity with organisational decision-making and management practices.

Helpful background includes:

- Experience participating in decisions involving trade-offs, priorities, or resource allocation
- Familiarity with organisational roles, responsibilities, and decision processes
- Comfort with structured reasoning and comparing alternatives (the module focuses on practical decision structuring rather than quantitative modelling)

## Preparatory modules

No preparatory modules are required.

# Logistics

## Available languages

- English
- German

## Standard delivery options

- Virtual live teaching
- Blended learning (e-learning + live)

## Bespoke delivery options

- On-site delivery at your place
- Content adapted to your organization



# Halderstone

**Halderstone by Langer & Co**

Zürcherstrasse 2

CH-8852 Altendorf

Switzerland

[info@halderstone.com](mailto:info@halderstone.com)

[www.halderstone.com](http://www.halderstone.com)