

# Risk, Finance and Execution Decision-Making Training Course

16 – 20 November 2026
Kuala Lumpur

AGILE LEADERS
Training Center

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**Ref:** 1246_192031 **Date:** 16 – 20 November 2026 **Location:** Kuala Lumpur **Fees:** 5200 Euro

## Overview

Risk, Finance and Execution Decision-Making Training Course is a one-week advanced course for leaders who evaluate consequential choices and leave with an Integrated Risk, Finance and Execution Decision Pack. The course combines decision framing, evidence quality, financial appraisal, risk appetite, option comparison, uncertainty analysis, decision rights, implementation constraints, and post-decision learning. Agile Leaders Training Center frames decision-making as a documented path from objectives and alternatives to accountable execution.

## Who Should Attend

- Leaders responsible for strategic, investment, or resource-allocation decisions
- Teams responsible for financial appraisal and business-case challenge
- Teams responsible for enterprise risk, assurance, and governance
- Teams responsible for program, project, and operational execution
- Teams responsible for strategy, transformation, and performance management
- Advisers responsible for presenting options to executive committees or boards

The course assumes participants already contribute to material business decisions and leaves out introductory finance, statistics, and project-management instruction.

## Departments and Industries

The course supports departments and industries that compare options under financial, operational, and strategic uncertainty.

- Finance, strategy, investment, treasury, and corporate-development departments
- Risk, internal audit, governance, and assurance functions
- Energy, infrastructure, manufacturing, and logistics organizations
- Technology, telecommunications, financial services, and digital businesses
- Program, project, operations, procurement, and transformation teams

## Learning Objectives

By the end of this course, participants will be able to:

- Analyze decision objectives, constraints, assumptions, and stakeholder interests
- Build a defensible option set using critical success factors
- Evaluate financial value, risk exposure, and execution feasibility
- Apply scenario analysis, decision trees, and real-options logic
- Compare alternatives through weighted evidence and documented trade-offs
- Prioritize implementation controls and post-decision learning actions

## Course Agenda

### Day 1: Decision Framing and Governance

- Decision Statement, Objective Hierarchy, and Constraint Map
- Stakeholder Interest and Decision Rights Matrix
- Evidence Quality Ladder and Assumption Register
- Critical Success Factor and Option Filter Method
- Decision Governance, Challenge, and Approval Path

### Day 2: Financial and Strategic Appraisal

- Incremental Cash-Flow and Relevant-Cost Analysis
- Net Present Value, Internal Rate of Return, and Payback Comparison
- Benefit, Cost, and Nonfinancial Impact Map
- Strategic Alignment and Capability Fit Assessment
- Financial Appraisal Summary and Value Driver Tree

### Day 3: Risk and Uncertainty Analysis

- Risk Identification, Assessment, and Treatment Framework
- Risk Appetite, Tolerance, and Escalation Criteria
- Sensitivity Analysis and Break-Even Method
- Scenario Analysis and Plausible Future Narratives
- Decision Tree and Real-Options Flexibility Analysis

### Day 4: Option Choice and Execution Design

- Multi-Criteria Decision Analysis and Weighting Protocol
- Trade-Off Matrix and Distributional Impact Review
- Execution Feasibility and Dependency Assessment
- Implementation Risk, Control, and Contingency Plan
- Decision Record, Recommendation, and Executive Narrative

## Day 5: Decision Challenge and Execution Practice

- Exercise: Decision Frame and Evidence Quality Challenge
- Exercise: Financial Appraisal and Value Driver Review
- Exercise: Scenario, Sensitivity, and Decision Tree Comparison
- Exercise: Execution Control and Contingency Prioritization
- Capstone Exercise: Integrated Risk, Finance and Execution Decision Pack

## Practical Exercises

The course uses suggested activities that convert uncertain evidence into traceable choices.

- Suggested activity: reframe a proposed initiative into objectives, constraints, assumptions, decision rights, and critical success factors.
- Suggested activity: compare options using cash flows, nonfinancial impacts, sensitivities, scenarios, and risk appetite.
- Suggested activity: construct a decision tree and identify where flexibility or staged commitment protects value.
- Suggested activity: present a recommendation with trade-offs, execution controls, triggers, and a review plan.

## FAQs

### Who is the Risk, Finance and Execution Decision-Making Course for, and what does it assume?

The course suits executives, finance and risk leaders, strategists, sponsors, and delivery managers. It assumes experience contributing to material decisions and does not teach introductory accounting or statistics.

### How does integrated decision-making differ from a general leadership course?

Integrated decision-making focuses on structured option appraisal, financial evidence, uncertainty, risk appetite, execution feasibility, governance, and documented trade-offs, while a general leadership course covers broader interpersonal and organizational topics.

### How are risk and uncertainty incorporated into financial decision-making?

Risk and uncertainty are incorporated through assumptions, sensitivity analysis, scenarios, decision trees, risk appetite, contingencies, and ranges that reveal how outcomes change when financial or operating conditions differ.

## How does decision analysis improve execution?

Decision analysis improves execution by exposing dependencies, resource limits, control needs, implementation risks, decision owners, trigger points, and review criteria before commitment.

## Conclusion

The course connects appraisal, risk analysis, governance, and delivery in one decision process. Participants take back an Integrated Risk, Finance and Execution Decision Pack that records objectives, evidence, alternatives, trade-offs, recommendation, controls, and review points. The work product supports transparent choices, clearer accountability, and faster response when assumptions or conditions change.