# Risk-Based Operational Decision Making Training Course

30 November – 4 December 2026
Milan

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**Ref:** 1271_193935 **Date:** 30 November – 4 December 2026 **Location:** Milan **Fees:** 5700 Euro

## Overview

Risk-Based Operational Decision Making Training Course is a one-week course for operations managers, functional leaders, risk owners, project managers, control professionals, and decision analysts who need an Operational Risk Decision File. Participants frame objectives, compare alternatives, test evidence and uncertainty, set thresholds, and document defensible choices. The course connects risk-informed decisions with execution controls, escalation, and review across industrial and service operations. Agile Leaders Training Center presents risk-based operational decision making as a disciplined management practice.

## Who Should Attend

- Functions responsible for operational priorities and resource choices
- Teams responsible for risk ownership, controls, and escalation
- Functions responsible for project and change decisions
- Teams responsible for assurance, governance, and decision analysis
- Functions responsible for performance monitoring and operational resilience

The course assumes participants already make or support operational decisions and leaves out introductory risk awareness and enterprise risk framework implementation.

## Departments and Industries

The course supports departments and industries that must compare operational alternatives under uncertainty.

- Operations, production, maintenance, and service delivery
- Risk, governance, assurance, and internal control
- Projects, engineering, transformation, and asset management
- Energy, utilities, manufacturing, and infrastructure
- Financial services, health services, logistics, and technology

## Learning Objectives

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

- Analyze decision objectives, constraints, assumptions, and uncertainty
- Apply risk assessment techniques to operational alternatives
- Build decision criteria, appetite thresholds, and escalation rules
- Compare options through scenario, trade-off, and sensitivity analysis
- Evaluate controls, residual risk, evidence, and resource consequences
- Use decision records, monitoring triggers, and post-decision reviews

## Course Agenda

### Day 1: Decision Context and Risk

- Operational Decision Objective Map
- ISO 31000:2018 Risk-Based Decision Framework
- Decision Rights and Accountability Matrix
- Constraint, Assumption, and Evidence Register
- Risk Appetite and Escalation Threshold Map

### Day 2: Scenarios and Evidence

- IEC 31010:2019 Technique Selection Matrix
- Operational Risk Scenario Structure
- Evidence Reliability and Uncertainty Assessment
- Probability and Consequence Criteria Scale
- Base, Upside, and Downside Scenario Set

### Day 3: Alternatives and Trade-Offs

- Decision Alternative Generation Canvas
- Multi-Criteria Decision Analysis Matrix
- Risk-Control and Resource Trade-Off Map
- Sensitivity and Assumption Stress Test
- Residual Risk and Option Comparison Record

### Day 4: Decision Execution and Monitoring

- Decision Rationale and Approval Log
- Action Ownership and Control Plan
- Leading Indicator and Trigger Dashboard
- Exception Escalation and Reconsideration Workflow
- Post-Decision Review Calendar

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## Day 5: Operational Decision Practice

- Exercise: Objective and Constraint Framing
- Exercise: Scenario and Evidence Quality Review
- Exercise: Alternative Scoring and Sensitivity Test
- Exercise: Threshold Breach and Escalation Decision
- Capstone Exercise: Operational Risk Decision File

## Practical Exercises

The course uses suggested activities that connect decision framing, risk analysis, option selection, and execution monitoring.

- Suggested activity: frame an asset-maintenance choice with competing safety, availability, and cost objectives.
- Suggested activity: compare service-continuity alternatives using scenarios, evidence grades, and weighted criteria.
- Suggested activity: stress-test an operational choice against uncertain assumptions and changing thresholds.
- Suggested activity: document a decision, its controls, owners, triggers, and reconsideration conditions.

## FAQs

### Who should attend risk-based operational decision making training?

Risk-based operational decision making training suits people who make, authorize, analyze, or assure consequential operational choices. It assumes experience with operational responsibilities, risks, projects, controls, or performance decisions.

### How does risk-based operational decision making differ from general risk management training?

Risk-based operational decision making focuses on choosing among defined alternatives under uncertainty, while general risk management training focuses more broadly on frameworks, registers, reporting, and organization-wide risk processes.

### How are operational decision criteria established?

Operational decision criteria are established by translating objectives, constraints, stakeholder values, risk appetite, evidence requirements, and resource consequences into explicit measures and decision rules.

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## What makes an operational decision record defensible?

A defensible operational decision record links objectives, evidence, uncertainty, alternatives, criteria, analysis, approvals, controls, triggers, and the reasons for selecting an option.

## When should a risk-based operational decision be reconsidered?

A risk-based operational decision should be reconsidered when assumptions fail, evidence changes, controls underperform, thresholds are breached, consequences shift, or a planned review identifies a better alternative.

## Conclusion

The course integrates decision framing, operational risk scenarios, evidence assessment, alternative comparison, thresholds, controls, and monitoring. Participants take back an Operational Risk Decision File documenting criteria, analysis, rationale, ownership, and review triggers. The file improves traceability from an uncertain choice through authorization, implementation, escalation, and reconsideration.