



Strategic Thinking and Competitive Decision-Making Training Course

23 – 27 November 2026
Milan

Strategic Thinking and Competitive Decision-Making Training Course

Ref: 1398_203242 **Date:** 23 – 27 November 2026 **Location:** Milan **Fees:** 5700 Euro

Overview

Strategic Thinking and Competitive Decision-Making Training Course is a one-week advanced course for senior managers, strategy leaders, business-unit heads, transformation teams, and analysts who leave with a Competitive Decision Playbook. Participants connect strategic thinking, competitive environment analysis, horizon scanning, scenario planning, risk-informed decision-making, option evaluation, and executive action. The course addresses fragmented evidence, hidden assumptions, cognitive bias, and choices that fail under uncertainty. Agile Leaders Training Center frames competitive decision-making as a disciplined, testable leadership practice.

Who Should Attend

- Functions responsible for enterprise strategy and portfolio choices
- Leaders directing business units in changing competitive conditions
- Teams interpreting markets, competitors, technologies, and external drivers
- Functions leading transformation, innovation, and strategic initiatives
- Analysts preparing options, scenarios, and executive recommendations
- Governance teams challenging assumptions and decision quality

The course assumes participants already contribute to strategic analysis or material decisions at work and leaves out introductory management theory and operational scheduling.

Departments and Industries

The course supports departments and industries making consequential choices in contested or fast-changing environments.

- Strategy, transformation, innovation, and executive offices
- Finance, investment, risk, and corporate development functions
- Technology, telecommunications, and digital-platform businesses
- Energy, manufacturing, transport, and infrastructure organizations
- Financial services, healthcare, and professional services
- Public services and mission-led organizations

Learning Objectives

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



- Analyze competitive environments and strategic drivers
- Apply bias-aware strategic thinking to ambiguous evidence
- Build contrasting scenarios and decision signposts
- Compare options using explicit criteria and risk
- Evaluate choices through red-team challenge and stress tests
- Prioritize actions, indicators, owners, and review points

Course Agenda

Day 1: Strategic Thinking Discipline

- Strategic Question and Decision Frame
- Evidence, Assumption, and Unknown Register
- Cognitive Bias and Judgment Check
- Systems Boundary and Stakeholder Map
- Decision Quality Criteria

Day 2: Competitive Environment Analysis

- Competitive Environment Analysis Canvas
- PESTLE Driver Scan
- Competitor Intent and Capability Profile
- Industry Pressure and Ecosystem Map
- Weak Signal and Horizon Scanning Log

Day 3: Scenarios and Uncertainty

- Critical Uncertainty Prioritization
- Scenario Axis Selection
- Scenario Narrative and Implication Map
- Strategic Foresight and Scenario Planning
- Signpost and Early-Warning Register

Day 4: Options and Decisions

- Risk-Informed Decision-Making Framework
- Strategic Option Evaluation Matrix
- Trade-Off and Reversibility Test
- Pre-Mortem and Red-Team Challenge
- Decision Log and Escalation Threshold



Day 5: Competitive Decision Practice

- Exercise: Frame a Contested Strategic Choice
- Exercise: Build and Compare Scenarios
- Exercise: Stress-Test Strategic Options
- Exercise: Present an Executive Recommendation
- Capstone Exercise: Competitive Decision Playbook

Practical Exercises

The course uses suggested activities drawn from technology, energy, manufacturing, services, and public-sector decisions.

- Suggested activity: separate facts, assumptions, estimates, uncertainties, and biases in a live strategic decision frame.
- Suggested activity: conduct a competitive environment analysis and convert weak signals into decision-relevant drivers.
- Suggested activity: build scenarios, test strategic options, and define signposts for strategic decision making under uncertainty.
- Suggested activity: assemble the Competitive Decision Playbook and defend its recommendation under red-team questioning.

FAQs

Who suits strategic thinking and competitive decision-making training, and what does it assume?

Strategic thinking and competitive decision-making training suits experienced managers and analysts who already contribute to strategy, transformation, investment, risk, or executive recommendations.

How does strategic thinking training differ from general decision-making training?

Strategic thinking training concentrates on external drivers, competitors, systems, uncertainty, scenarios, long-term trade-offs, and choices whose consequences cross functions rather than routine operational decisions.

What is risk-informed decision-making in a competitive environment?

Risk-informed decision-making makes objectives, evidence, uncertainty, opportunity, downside, assumptions, criteria, owners, and review triggers explicit before leaders commit resources.

How does strategic foresight improve competitive decisions?

Strategic foresight expands the range of plausible conditions, challenges a single forecast, reveals option vulnerabilities, and identifies signals that tell leaders when to adapt.



What makes a strategic option robust under uncertainty?

A robust strategic option performs acceptably across contrasting scenarios, exposes trade-offs, preserves useful flexibility, has clear triggers, and can be monitored against evidence.

Conclusion

The course joins disciplined inquiry, environmental scanning, scenarios, option tests, decision records, and executive communication. Participants take back a Competitive Decision Playbook containing evidence, assumptions, scenarios, criteria, challenges, indicators, and actions. The playbook helps leadership make transparent choices, recognize changing conditions, and adapt commitments before strategic risk becomes avoidable loss.