

MASTERCLASS: STRATEGIC DECISION MAKING IN THE AGE OF AI

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A bespoke workshop designed for senior leaders navigating high-stakes decisions in complex environments.

Faculty

Dr. Umar Taj

Dr Umar Taj is one of the UK's leading practitioners in applied decision science. He teaches executive education at three of the world's most prestigious institutions — **LSE, University of Oxford, and Warwick Business School** — working with senior leaders across public and private sectors to translate behavioural science into practical tools for better decision-making. His current advisory work spans technology, finance, health, energy, security, and government. He has provided decision-making support to over 50 global institutions and has experience supporting **350+ strategic decisions** across the public and private sector. Some of his current research is presented at this programme before it reaches the general public. Organisations that have benefited from Dr Taj's work include Goldman Sachs, McKinsey, BCG, Google, Microsoft, Shell, GSK, HSBC, BP, the World Bank, and numerous government ministries. His approach is characterised by intellectual rigour, genuine warmth, and an uncompromising focus on practical applicability.

About the Program

The Case for Smarter Decisions at the Top

Organisations rarely fail due to lack of information. They fail because leaders, under pressure, complexity, and uncertainty, make predictable, avoidable errors. Research across industries shows that poor strategic decisions cost large organisations the equivalent of **three years of profits over a decade**.

This programme equips senior leaders with a **science-backed decision-making system**, amplified through AI, enabling organisations to become **structurally smarter, faster, and more accurate**.

- **70%** of C-suite executives say poor decisions are as common as good ones
- **6x ROI** from systematic improvements in decision quality
- **#1 Human Skill**: Decision-making remains the most critical capability AI cannot replace

This is a structured, evidence-based programme that transforms how an organisation thinks, judges, and decides, drawing on the latest research in behavioural economics, decision science, neuroscience, and applied AI.

Why Decision Quality Is Your Most Underinvested Asset

Most programmes focus on *what* to decide. Very few address *how* decisions are made. Yet, research consistently shows: **Decision process quality is the strongest predictor of outcomes, independent of the decision itself.**

“Companies that improve the quality of their decision-making can boost financial performance by as much as double-digit percentages.” - McKinsey & Company, [Untangling Your Organization's Decision Making](#)

The consequences of poor decision-making cascade through every layer of an organisation: failed acquisitions, flawed hiring, missed market signals, costly project overruns, and reputational damage. These are not random events; they are symptoms of systematic, correctable cognitive biases operating at the senior level.

Three Root Causes of Decision Failure

1. Cognitive Bias

Systematic errors affecting even the most experienced leaders

2. Process Failure

Unstructured decision processes lacking rigor and challenge

3. Data Blindness

Over-reliance on intuition where AI and analytics could improve accuracy

The good news: unlike IQ, personality, or domain expertise, **decision-making quality is trainable, measurable and improvable.**

Key Topics

A rigorous, evidence-based programme integrating:

- Decision science
- Behavioural economics
- Artificial intelligence

Participants leave with **practical tools**, not theory, and immediately applicable to real decisions.

✓ Evidence-led, not opinion-led

Grounded in peer-reviewed research

✓ Applied to your decisions

Work directly on live strategic challenges

✓ AI-integrated throughout

Learn how AI enhances—not replaces—judgement

✓ Fully customised

Tailored through pre-engagement stakeholder discovery

The World Economic Forum identifies decision making as the top skill expected to remain 'overwhelmingly human' in the age of AI. While AI cannot replicate the contextual wisdom, moral reasoning, and relational intelligence of senior leaders, it can dramatically extend the analytical power behind those judgements. This programme does not treat AI as a future concern. It is integrated throughout every session as a live capability. Participants will learn not just what AI can do, but precisely how and when to deploy it in their decision workflows.

AI Decision Tools Covered in the Programme

AI-Assisted Bias Scanning

Using large language models and structured prompting to surface hidden assumptions, detect framing effects, and highlight gaps in the evidence base of a decision.

Scenario Generation & Stress Testing

Deploying AI to rapidly generate alternative futures, challenge optimistic base cases, and pressure-test strategic assumptions against a wider range of outcomes than human teams typically explore.

Pre-mortem Augmentation

Combining the human pre-mortem technique with AI-generated failure scenarios to produce a more comprehensive and less socially inhibited failure analysis.

Predictive Analytics for Strategic Forecasting

Applying probabilistic models and AI forecasting tools to improve accuracy on low-probability, high-impact events, the decisions most organisations get catastrophically wrong.

AI-Enhanced Decision Architecture

Designing organisational decision systems that embed AI checkpoints, approval gates, and audit trails, making better decision-making a structural feature, not an individual skill.

Learning Outcomes

Participants will be able to:

1. Evaluate the quality of decisions, not just their outcomes, using structured diagnostic frameworks
2. Identify and interrupt cognitive biases in real-time, both individually and in group settings
3. Apply systematic debiasing techniques to improve individual and team decision accuracy
4. Design decision architectures that embed good judgement across your organisation
5. Leverage AI tools to augment analytical capacity and stress-test strategic assumptions
6. Communicate risk and uncertainty with precision to boards, stakeholders, and teams
7. Lead more effective strategic conversations, negotiations, and high-stakes discussions

Program Fees

- **Regular:** PKR 120,000 per participant
- **Early Bird:** PKR 95,000

Who Should Attend?

Senior Leadership

- C-suite executives (CEO, COO, CFO, CIO, CHRO)
- Managing Directors and Country Heads
- Business Unit and Division Leaders responsible for strategy and performance

Strategic & Functional Leaders

- Strategy, Transformation, and Corporate Development Heads
- Finance leaders involved in capital allocation and investment decisions
- Risk, Compliance, and Governance professionals
- HR leaders shaping organisational capability and leadership development

Decision-Intensive Roles

- Leaders managing large-scale projects, investments, or change initiatives
- Professionals responsible for mergers & acquisitions, partnerships, or market expansion
- Executives operating in uncertain, data-rich, or rapidly evolving environments

Public Sector & Institutional Leaders

- Senior government officials and policymakers
- Leaders in development organisations, regulators, and multilateral institutions

What You'll Get

This is not a theory-heavy programme: it is a hands-on, high-impact experience designed to immediately improve how you make and lead decisions.

Format

- Interactive in-person sessions
- Hands-on exercises

Why Join?

- ✓ Learn from a globally experienced expert in decision science
- ✓ Build a structured, science-backed approach to high-stakes decisions
- ✓ Enhance your judgement with practical AI tools and techniques
- ✓ Identify and eliminate costly decision biases in real time
- ✓ Apply learning directly to your own strategic challenges

- ✓ Strengthen how your organisation makes decisions, not just what it decides
- ✓ Gain practical, real-world frameworks you can use immediately
- ✓ Deliver better decisions, faster, with greater confidence

Registration

To apply, please submit your application [here](#). Applications are open till **April 24., 2026**. Early bird deadline is **Apr 15, 2026**.

Participant Voices

"Absolutely one of the best courses I have done at any level. The decision canvas methodology is brand-defining for LSE and actually represents the best way to explain and apply behavioural science."

"Strong mix of theoretical backing for credibility with practical application. Very well-chosen examples and activities. Structured, rigorous, and genuinely useful — which is rare for a leadership programme."

"The lectures are very well designed. The readings relate to the content, and the practical part made it all come together. A course we will not forget."

Track Record of Programme Alumni

Global Organisations

Goldman Sachs | McKinsey & Company | The Boston Consulting Group

Google | Microsoft | Morgan Stanley

Shell International | GlaxoSmithKline | British Petroleum (BP)

HSBC Global Banking | Deloitte | Citibank

Unilever | Accenture | BNP Paribas / Lloyds

Government & Institutions

Ministry of Finance, Germany | Ministry of Home Affairs, Singapore

OECD | Inter-American Development Bank

UN Women | FAO | ICRC

Department for Education, UK

Pakistan

National Bank of Pakistan · K-Electric · Jaffer Brothers · Infrazamin · Fauji Cement ·

Fauji Fertilizer · Government of Pakistan