



GOVERNANCE, RISK AND COMPLIANCE

Risk Based Operational Decision Making

3 day course

Classroom, online or in-house

Course overview

Operational decisions are made under time pressure with incomplete information, and the quality of those decisions determines most of an organisation's actual risk exposure. This course builds a practical method. Delegates work through framing a decision, identifying what would change the answer, assessing likelihood and consequence without false precision, and setting risk appetite in terms an operational manager can apply at three in the morning. The course covers cognitive bias in operational judgement, escalation criteria, and the discipline of recording the basis of a decision so it can be reviewed on what was known at the time rather than on the outcome.

What you will learn

- Frame an operational decision and identify what would change the answer
- Assess likelihood and consequence without manufacturing false precision
- Apply risk appetite in terms usable under operational pressure
- Recognise cognitive biases that distort judgement under stress
- Set escalation criteria that are unambiguous at the moment they are needed
- Record the basis of a decision for later review
- Review past decisions on their reasoning rather than their outcome

Who should attend

- Operations managers and shift supervisors
- Risk professionals supporting operations
- Engineers and technical decision makers
- Control room and dispatch staff
- Managers accountable for operational risk

Course outline

- 01 Framing a decision and identifying the deciding factor
- 02 Likelihood and consequence without false precision
- 03 Risk appetite translated into operational terms
- 04 Cognitive bias under time pressure and stress
- 05 Escalation criteria that work at the moment of need
- 06 Recording the basis of a decision
- 07 Reviewing decisions on reasoning rather than outcome
- 08 Building operational risk judgement across a team

Upcoming dates

Dates	Venue	Format	Fee per delegate
19 to 21 October 2026	Accra, Ghana	Classroom	USD 995
4 to 6 January 2027	Harare, Zimbabwe	Classroom	USD 995
13 to 15 January 2027	Online	Online	R6,500
18 to 20 January 2027	Lagos, Nigeria	Classroom	USD 995



Fees and how to register

This 3 day course is **R6,500** per delegate online, **R14,950** in the classroom in South Africa, Botswana, Namibia, Lesotho and Eswatini, and **USD 995** in the classroom elsewhere in Africa. In-house training is quotation on request. Book 2 or more delegates on this course and save 10%.

To register or request an in-house proposal, visit www.afrisciencegroup.com, email info@afriscience.co.za, or WhatsApp us on **+27 63 479 1136**.

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