



## Negotiation & Decision Making

# Leading in a Data-Driven World: Developing Quantitative Intuition™

In a world inundated with data, executives must navigate through the noise. It remains challenging for executives not only to decipher meaningful information from the clutter but also to impact their businesses amid the flush of data.

In this 4 day in-person executive education program, participants learn how to make more informed decisions in the face of incomplete information. As part of the program, participants will engage in a unique immersive data-driven experience that tests individual and team-level decision-making skills under pressure and with limited information. This combination of lesson and application creates a high-energy, dynamic learning environment, ensuring participants leave with essential insights and tools they can immediately apply to their team and organization.

## Key Benefits

- Learn how to gather, understand, and find value in data across the business continuum
- Become proficient in extracting meaningful insights
- Learn how to make decisions with incomplete information
- Develop a set of pragmatic communication techniques
- Learn how to build a culture of efficient decision-making
- Build a network of peers from different sectors, cultures, and countries who can provide diverse perspectives and insights

## Who Should Attend?

**Executive Leaders and Decision-Makers** across various industries who face the challenge of making strategic and operational decisions amidst an overwhelming influx of data.

**Managers and Directors** in data-intensive roles where data analysis and interpretation are crucial, such as data analytics managers, business intelligence directors, and IT managers.

**Strategists and Consultants** who assist organizations in navigating the data-driven business landscape.

**Cross-Functional Leaders** including marketing, finance, operations, and product development, who require a comprehensive understanding of how to utilize data effectively in their respective domains.

**Innovators and Change Agents** driving innovation and change within their organizations, such as heads of innovation, growth, and transformation leaders.

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## Program Content

Dive deeper into an effective leadership approach that balances data, experience, and creativity to make smarter and more timely decisions. Throughout this program, participants will work on a group project that provides an opportunity to integrate Quantitative Intuition™ steps into their decision-making process.

### Pillar 1: Precision Questioning

Agile decision-making is grounded in how you think, not how hard you work. We often jump into solution mode often confusing activity with impact. In our rush toward a solution, we neglect to frame the problem. In this Quantitative Intuition™ pillar, learn the powerful “I wish I knew” technique to identify the core fundamental issue, as well as the power of working backward from a decision. Participants will:

- Understand their biases
- Discover the power of questions
- Learn how to ask data-driven questions
- Work backward from a decision

### Pillar 2: Contextual Analysis

With so much information available, leaders often falsely expect the data to provide both the question and the answer. This Quantitative Intuition™ pillar teaches how to strike a balance between data intelligence and human judgment using the Fermi method, applying the context triangle and agile techniques to pressure test decisions in real-time. Participants will:

- Learn how to become a fierce interrogator of data
- Put data in context
- Understand the dimensions of the decision moment
- Master the art of guesstimating – the Fermi method

### Pillar 3: Synthesis and Delivery

Asking precise questions and analyzing the data are only a means to an end. This Quantitative Intuition™ pillar focuses on how to synthesize information by combining information and judgment to arrive at a sound decision. Discover how to lead effective meetings while using data to compel as opposed to merely inform. Participants will:

- Create a richer data-driven dialogue
- Utilize effective data visualization
- Learn the art of 3D storytelling
- Understand the difference between summary and synthesis

### Pillar 4: Immersion in Quantitative Intuition™

Experience an intense half-day simulation where participants take on data-driven challenges to test personal and team decision-making abilities under tight constraints. With this immersive learning, participants will:

- Develop strategies for effective decision-making with imperfect data
- Identify key triggers to optimize the decision moment
- Learn how to cultivate communication, trust, and collaboration among team members
- Develop techniques to implement a debriefing culture for continuous performance improvement

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## Faculty



### Oded Netzer

Program Co-Director

Arthur J. Samberg  
Professor of  
Business, Columbia  
Business School



### Christopher Frank

Program Co-Director

Adjunct Professor  
of Business



### Paul Magnone

Program Co-Director

Adjunct Professor  
of Business

## Dates & Fees

Date	Cost	CIBE Credits	Format	Location
May 13–16, 2024	\$9,550	4	In Person	Manhattanville, NYC
September 16–19, 2024	\$9,950	4	In Person	Manhattanville, NYC

**In Person:** Three consecutive full days of in-person sessions on the Manhattanville campus in NYC. Please contact us for details about the agenda.

Includes breakfast, lunch, and all materials. Dates, fees, and locations are subject to change.

Preferred pricing is available for groups of two or more. To inquire, email [execed@gsb.columbia.edu](mailto:execed@gsb.columbia.edu)

**COVID-19 Advisory** Please check our website for the most up-to-date information.

## Questions? Contact Us

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