



LEGO® SERIOUS PLAY® Workshop

FORK IN THE ROAD

Decision-Making Under Uncertainty

Several defensible choices; limited information;
no obviously correct decision.

Why LEGO® SERIOUS PLAY® ?

A proven, hands-on methodology that helps teams think deeper, surface diverse perspectives, and make more informed decisions — especially in complex, uncertain situations.



THINK DIFFERENTLY

Explore multiple perspectives and challenge assumptions



BUILD TOGETHER

Create shared understanding through hands-on exploration



MAKE BETTER DECISIONS

Navigate complexity with clarity and confidence

Course Overview

A hands-on workshop that strengthens decision-making when leaders face uncertainty, incomplete information and competing choices. Using LEGO® SERIOUS PLAY®, participants challenge assumptions, explore multiple perspectives and make better-informed, defensible decisions.

Ideal for organizations that:



Operate in complex and dynamic environments



Need better cross-functional alignment



Want to build decision-making capability



Are managing transformation, risk or strategic choices

Key Outcomes

- Greater team alignment
- Broader perspective-taking
- Stronger decision-making frameworks
- Actionable insights for real-world challenges

Who Should Attend?

- Senior leaders and executives
- Strategy & transformation teams
- Risk, compliance and decision-makers
- Cross-functional teams facing key choices

Program Details



5th November 2026



Movenpick Hotel, Karachi



One-Day Workshop

**UNCERTAINTY
IS A CHALLENGE.
A SHARED CONVERSATION
CAN TURN IT INTO
A STRONGER TOMORROW.**



EXPLORE
PERSPECTIVES



BUILD
SHARED MEANING



MAKE
CONFIDENT CHOICES



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COURSE OUTLINE



PROGRAM OUTLINE

1. FRAME THE FORK – Define the Decision Before Choosing

Workshop question: What decision are we really making?

- Distinguish the decision to be made from the problem surrounding it.
- Separate facts, assumptions, interpretations and missing information.
- Identify decision boundaries, constraints, dependencies and non-negotiables.
- Reframe the challenge from different stakeholder and functional perspectives.

Strong decision programs increasingly start with framing because teams often move too quickly into solution mode before defining the challenge properly.

2. SEE THE ROADS – Expand the Choice Set

Workshop question: What options exist that we have not yet considered?

- Move beyond binary “Option A versus Option B” thinking.
- Generate multiple credible paths, including hybrid and staged alternatives.
- Examine opportunities, risks and hidden consequences behind each route.
- Identify what information could materially change the attractiveness of a choice.

This stage deliberately combats narrow framing and status-quo thinking—common sources of poor executive decisions.

3. CHALLENGE THE MAP – Assumptions, Biases & Blind Spots

Workshop question: What are we assuming to be true?

- Identify anchoring, confirmation bias, overconfidence and availability bias.
- Challenge the assumptions supporting each preferred option.
- Invite constructive disagreement and alternative explanations.
- Ask what evidence would cause the team to change its mind.

Recent decision research continues to stress that cognitive bias becomes especially dangerous under pressure and uncertainty

4. WALK THE ROADS – Explore Trade-offs & Uncertainty

Workshop question: Under what conditions does each choice become the better choice?

- Evaluate alternatives against agreed decision criteria.
- Examine trade-offs across growth, risk, customer, people, technology, profitability and sustainability.
- Consider probable consequences rather than searching for certainty.
- Explore how different future conditions could change the preferred decision.

For senior leaders, the goal is often not to predict one future but to understand several plausible futures and remain adaptable as new information arrives.

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PROGRAM OUTLINE

5. CHOOSE – AND KNOW WHY	Workshop question: Why is this the best decision given what we know today? • Compare the strongest remaining alternatives using explicit criteria. • Decide what must be known now versus what can remain uncertain. • Define the logic, evidence and assumptions supporting the final choice. • Establish triggers that would require the decision to be reviewed or changed.
6. TEST THE DECISION – Before Reality Does	Workshop question: What could make a good decision become a bad one? • Examine second-order effects and unintended consequences. • Test how customers, regulators, competitors and internal stakeholders may respond. • Identify early-warning indicators that signal the decision is succeeding or failing. • Define fallback options, contingencies and points of no return.
7. BUILD DECISION PRINCIPLES – Transfer Learning to the Workplace	Workshop question: How should we make difficult decisions differently from tomorrow onward? • Extract simple principles for decision-making under uncertainty. • Define how teams should challenge assumptions before major decisions. • Establish rules for balancing speed, evidence and judgement. • Translate workshop learning into participants' own corporate decisions.

LEARNING OUTCOME

By the end of the workshop, participants will be able to:

- Frame **complex decisions** more clearly before evaluating solutions.
- Distinguish **facts, assumptions, opinions and missing information**.
- Recognise **cognitive biases** that distort executive judgement.
- Generate **broader alternatives** rather than defaulting to binary choices.
- Evaluate competing options through explicit criteria and trade-offs.
- Make better decisions when information is incomplete or changing.
- Use constructive disagreement and diverse perspectives to improve decision quality.
- Develop practical **decision principles, review triggers and contingency thinking** for real workplace choices.