MODULE OVERVIEW

Deciding under uncertainty: Keep moving

Adaptive module | ~20 min

In a changing world, many wait for a certainty that won't come. Inaction becomes the real risk, and decision paralysis spreads, especially among younger people. This module changes how learners relate to decisions: to decide is to move forward, one step at a time. It also describes today's decision-maker: someone who moves forward by listening and adjusting, without claiming to know everything, and keeps human awareness at the helm.

LEARNING OBJECTIVES

01 Accept that every decision is a bet made under uncertainty, and prefer an imperfect decision to a perfect non-decision.

02 Sort your decisions with Jeff Bezos's question: one-way door or two-way door.

03 Choose the right way to decide (alone, with consultation, participatively, or by consent) and foster psychological safety.

04 Let intuition inform the final stage of the choice, and use AI as a mirror without giving it the last word.

WHO IT'S FOR

Anyone who must move forward without certainty and prefers a flexible direction to long hesitation.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

1 **Self-assessment**: on 9 dimensions, to gauge current habits and guide the practice.

2 **Expert video**: 10 minutes, with 3 pauses for reflection.

3 **Practice scenarios**: the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.

4 **Dated commitment**: one action to try, written by the learner or picked from the suggestions.

5 **Memo to download**: key takeaways, questions, commitment, personal notes and checklists.

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- One-way / two-way doors (irreversible vs. reversible decisions) – Jeff Bezos, Amazon shareholder letter (2015)
- Acting under uncertainty / effectuation – Philippe Silberzahn, based on Saras Sarasvathy
- Psychological safety – Amy Edmondson (Harvard)
- Reframing "deciding = moving forward", the "one-way or two-way door?" habit – from Afthonios coaching practice

SOURCES & REFERENCES

- Gartner (June 2025): by 2027, 50% of business decisions will be augmented or automated by AI agents
- Amy Edmondson (1999) – psychological safety; Google, Project Aristotle (2015)
- Oracle / Stephens-Davidowitz: 72% of decision-makers say the volume of data prevents them from making decisions
- Jeff Bezos – Amazon shareholder letter (2015)

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