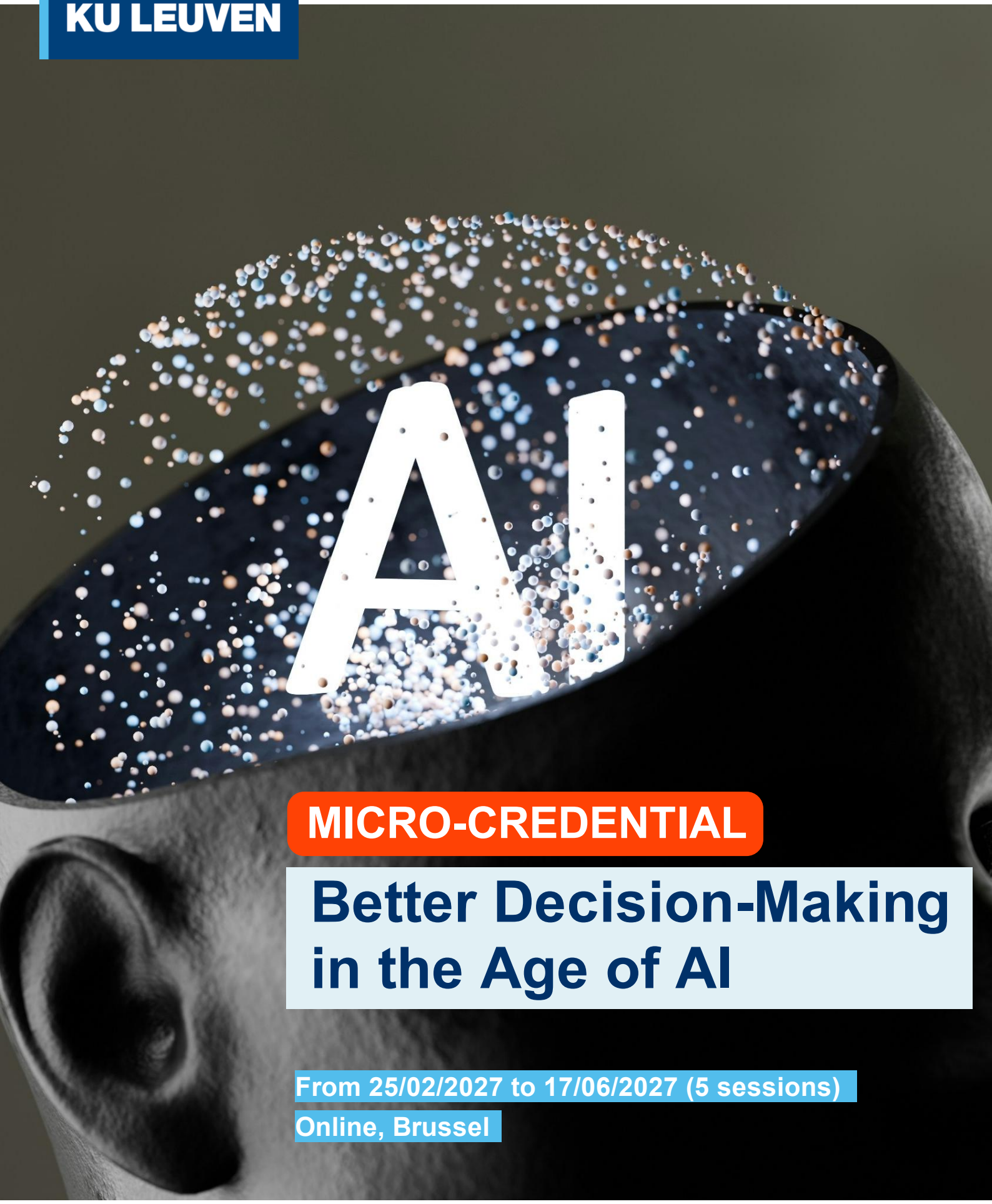
KU LEUVEN



MICRO-CREDENTIAL

Better Decision-Making in the Age of AI

From 25/02/2027 to 17/06/2027 (5 sessions)

Online, Brussel

PUC | CONTINUE

Strengthen your critical thinking and learn a structured approach to tackle organisational challenges.

AI makes information more accessible than ever. But access to information does not automatically lead to better decisions. How do you distinguish what truly works from what merely sounds convincing? Which insights are reliable, relevant, and applicable in your organization?

Evidence-based approaches to organizational challenges

In this micro-credential, you will learn how to tackle organizational challenges in a systematic, evidence-based way. You will combine insights from scientific research, organizational data, professional expertise, and the perspectives of the stakeholders involved. This enables you to make decisions that not only seem logical, but are also well-founded, and therefore have a greater chance of actually working.

- The program combines online modules that you complete at your own pace with interactive workshops led by Prof. Dr. Eric Barends, managing director of the Center for Evidence-Based Management. Building knowledge independently first and then applying it in the workshops helps the content stick. The workshops focus on discussion, exercises, feedback, and application. Since you will already have mastered the theory, the contact sessions are 100 percent practice- and action-oriented.
- The program focuses on concrete challenges you encounter in your organization every day: retention, workforce planning, technology, succession planning, growth, and change. Think of questions such as:
    - *What is the most effective way to guide teams through change?*
    - *What really helps to reduce long-term employee sickness absence?*
    - *Which innovations have a realistic chance of success, and which are overrated?*
    - *Do shorter lead times actually lead to higher quality in our services?*
    - *Can you improve collaboration between teams by changing the structure, or does behavior play a bigger role?*
    - *When does investing in automation make sense, and when are human interventions still the better choice?*
    - *What is the best predictor of turnover: workload, leadership, career prospects, or organizational culture?*
    - *Is using external freelancers cheaper and more efficient than temporary internal staff for short projects?*
- You will work on a question from your own organization and discover how to turn insights from data, experience, and research into practical actions.
- Afterwards, you will have a toolkit and methodology that allow you to move beyond trends and gut feeling. This helps you make decisions that move your organization forward and strengthen your people.

Programma

Kick-off: Introduction | Online

Thursday 25 February 2027, 10 – 11:30 am

- Introduction to the instructor and the other participants
- Overview of the structure and learning objectives of the program
- Explanation of the assignment
- Getting started with the online learning environment

Self-study: Why evidence-informed decision making? | Online

- What does evidence-based decision making mean in concrete terms?
- Why is evidence-based management an answer to the challenges SMEs face today?
- How do you sharpen an organizational challenge? The importance of a well-formulated problem statement

Workshop 1: The building blocks of evidence-based practice | Brussels

Tuesday 23 March 2027, 9 am – 3:00 pm

- Recap: the basic principles of evidence-based decision making
- Hands-on: working evidence-based on your own case
- Interactive exercise: how culture and teamwork influence decisions
- Practitioner testimonial by Politiezone Antwerpen (Jeroen Camps and Corinne Scoyer): What does evidence-informed practice deliver?

Self-study: From gut feeling to well-founded choices | Online

- The four types of evidence: data, experience, perspectives, and science
- How do you gather relevant information within your organization?
- Tools for assessing reliability and quality
- Common pitfalls and how to avoid them

Session 2: How flawed reasoning and culture color decisions | Online (webinar)

Tuesday 13 April 2027, 9:00 am – 12:30 pm

- The power and limitations of expertise
- Cognitive biases and blind spots in decisions
- Team reflection: how do you prevent groupthink?
- Exercise: taking a critical look at your own decision-making process

Self-study: Making smart use of scientific insights | Online

- Reading and understanding scientific articles quickly
- What does evidence mean in research?
- How do you recognize a high-quality study?

Session 3: From insight to action | Online (webinar)

Thursday 18 May 2027, 9:00 am – 12:30 pm

- Searching in a targeted way for relevant studies
- Critically appraising research findings
- Practical application to your organizational challenge
- Case discussion and peer feedback
- Instruction on delivering a CAT (Critically Appraised Topic) presentation

Self-study: Critically appraising research in practice | Online

- What makes research reliable or misleading?
- Methodology explained in plain language
- How do you recognize bias and unreliable conclusions?
- Exercise: assess the quality of a study

Session 4: Final presentations | Brussels

Thursday 17 June 2027, 9:00 am – 3:00 pm

- You give a short, structured presentation (CAT) on your research question.
- Feedback and group reflection
- Wrap-up: how to continue with evidence-based practice in your organization?

Lecturer: *Prof. Eric Barends (Vrije Universiteit Amsterdam) is the managing director of the Center for Evidence-Based Management and has 20 years of management experience. He advises and coaches managers, senior leaders, and executive committees of large and mid-sized companies and non-profit organizations on making evidence-based decisions. He is also a guest lecturer at several universities and business schools, including Carnegie Mellon University, New York University, and the Australian National University. His textbook Evidence-Based Management: How to Use Evidence to Make Better Organizational Decisions (co-authored with Denise Rousseau) is used by more than 100 universities.*

Target audience

This program is intended for managers, (HR) managers, business owners, and policymakers who face complex organizational challenges and want to strengthen the foundation of their decisions.

It is particularly well suited for:

- **SMEs** that want to grow their organization in a sustainable and well-considered way;
- **Managers and team leaders** who want to base their approach on facts, insights, and what really works, not just on gut feeling;
- **HR professionals** who want to strengthen their policies with data, practical experience, and scientific knowledge;
- **Consultants or internal project leaders** who guide change processes or strategic initiatives and want to make their recommendations evidence-informed.

Whether it concerns absenteeism, motivation, skills, collaboration, leadership, or growth: in this program, participants learn how to work in a well-founded, critical, and systematic way when solving organizational challenges.

No prior knowledge of evidence-based practice is required. An open mind and a willingness to take a critical look at your own decision-making process are enough.

Practical

Dates and locations

This blended learning programme combines online learning with in-person sessions.

- **Online modules (self-study):** You complete the online modules individually and at your own pace. You will have access to the course *Evidence-Based Decision Making* on the OLI platform of Carnegie Mellon University. The modules were developed by the Center for Evidence-Based Management and are offered in English only. Plan for a total time investment of about 32 hours.
- **In-person sessions:** Two sessions take place in a group at the KU Leuven Brussels campus (Warmoesberg 26, 1000 Brussels). Two additional sessions are held online as webinars.

Course schedule:

- **Kick-off:** Thursday 25 February 2027, 10 – 11:30 am, online (Teams) Introduction, explanation of the program, and support with getting started on the online modules.
- Online module 1: approximately 7 to 8 hours
- **In-person session 1:** Tuesday 23 March 2027, 9 am – 3:00 pm, KU Leuven - Brussels
- Online module 2: approximately 7 to 8 hours
- **In-person session 2:** Tuesday 13 April 2027, 9:00 am – 12:30 pm, online (Teams)
- Online module 3: approximately 7 to 8 hours
- **In-person session 3:** Thursday 18 May 2027, 9:00 am – 12:30 pm, online (Teams)
- Online module 4: approximately 7 to 8 hours
- **Closing session:** Thursday 17 June 2027, 9:00 am – 3:00 pm, KU Leuven - Brussels

Certificate

- This microcredential is recognized by the Faculty of Economics and Business and the Faculty of Psychology and Educational Sciences of KU Leuven. Upon a positive assessment, you will receive a KU Leuven certificate.
- Those who have fully completed the online programme 'Evidence-Based Decision Making' on the OLI platform and successfully passed the (interim) tests will receive a certificate from Carnegie Mellon University. The online modules remain available for the entire academic year. If you wish, you can still complete any modules not covered after the end of the programme at PUC - KU Leuven Continue.

Registration

Register online before 18 February 2027. Because of the interactive nature of this program, the number of participants is limited to 15.

The participation fee is 1.650 euros. This price includes access to the online platform.

Discounts

- Early bird! Register before 17 December 2026 and pay 1.485 euros.
- A second participant from the same company receives a 10% discount on the participation fee.

Payment details

- Pay online when you register.
- Or pay by bank transfer to IBAN BE31 2850 2133 2955 of PUC - KU Leuven Continue, stating 400/0030/43011 + the name of the participant(s). In this case, you will not receive an invoice. Proof of payment is available on simple request.
- Would you like to pay by invoice? Then choose this option when you register online and pay only after receiving your invoice.

For tax purposes, no invoice is required given the education exemption under which these services fall. We can no longer send an invoice if you choose to pay online or by bank transfer with the structured reference. The payment details will also be sent to you by email.

This program is organized by PUC - KU Leuven Continue in collaboration with the Center for Evidence-Based Management, the Faculty of Economics and Business, and the Faculty of Psychology and Educational Sciences of KU Leuven.

The Center for Evidence-Based Management (CEBMa) is the leading authority on evidence-based practice in management and leadership. It is an independent, non-profit organization that provides training and support to managers, executives, consultants, educators, and others who want to deepen their understanding of how an evidence-based approach helps people in organizations make better decisions.

Faculty in Economics and Business (KU Leuven), Faculty of Psychology and Educational Sciences (KU Leuven)

PUC - KU Leuven Continue

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By registering, I declare that I agree to the use of the information I provide to contact me in the context of this training and for any necessary follow-up.