

Abstract. *This research aims to identify strategies to improve military decision-making competencies among TNI officers, which is particularly important given Indonesia's strategic position as an Indonesian Archipelago Sea Route (ALKI), making it vulnerable to various threats. Military decision-making encompasses technical, leadership, analysis and problem-solving skills in complex situations. Using a qualitative approach and Peter Senge's Organizational Learning theory, this study found that weaknesses in TNI officers' decision-making are caused by a lack of strategic training as well as a gap between theory and practice. The TNI Staff and Command School (Sesko TNI) plays an important role in improving these competencies through education, training, operational experience, and the creation of an innovative organizational culture. In conclusion, improving decision-making competencies can be achieved through continuing military education, field maneuvers, standardization of knowledge, as well as the provision of further education, so that TNI officers are able to face dynamic and complex challenges.*