

Before your next hard call.

Five questions for decisions involving trust, authority, and continuity. By Chris Myers.

Use with your team. Keep the completed sheet in your own records.

Decision / situation: _____

01 What do we actually know?

Separate verified facts, reports, and assumptions. Name the missing fact most likely to change your decision.

02 Who bears the cost?

Name the people affected by acting, waiting, or being wrong. Make competing obligations visible.

03 What line will we hold?

State what you will not misrepresent, sacrifice, or excuse to make the pressure go away.

04 Who can act, and who can challenge?

Assign an owner. Set limits on emergency authority and give someone permission to test the reasoning.

05 When will we reconsider?

Set the next update and the evidence that would change the call. Record what you want your successor to understand.

The call: _____

Owner: _____ **Next review:** _____

Read Honor Under Pressure. Practice with a free fictional crisis in Leader Lab.

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