

REAL-TIME $\neq$ IMPROVISED

The decision may be fast. The capability is built over time.

BEFORE THE MOMENT

Build the capability.



Experience

Learn from varied situations.



Practice

Rehearse, simulate, and prepare.



Principles

Clarify what matters most.



Decision rights

Know who decides what, when.



Trust

Build relationships that hold under pressure.



Shared language

Use common terms and understanding.



Feedback

Review, learn, and improve.

IN THE MOMENT

Use what you've built.



1 NOTICE

What is really happening?



2 FRAME

What matters most right now?



3 CHECK

What doesn't fit?
What am I missing?



4 DECIDE

Choose the best action available.



5 REASSESS

Monitor and adapt as new information emerges.

AFTER THE MOMENT

Make it better next time.



Review

What happened?
What did we notice?



Learn

What worked?
What surprised us?



Adjust

What will we do differently next time?

Better real-time decisions are built long before the moment arrives.



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Build capability.
Make better decisions.
Create better futures.

FAST DOES NOT MEAN RECKLESS



FAMILIAR PATTERN?

Does this match something we've handled before?



Use expertise.
Execute with confidence.



IMPORTANT CUE DOESN'T FIT?

Is something different or unexpected here?



Slow the pattern down.
Reframe and rethink.



MISSING INFORMATION?

What do we need to know that we don't yet have?



Ask who knows.
Get the critical information.



HIGH STRESS?

Is pressure narrowing my thinking?



Create a micro-pause.
Breathe. Reset. Refocus.



REVERSIBLE DECISION?

Can we change course if conditions shift?



Act and monitor.
Keep options open.



IRREVERSIBLE DECISION?

Could this cause harm we cannot undo?



Raise the threshold.
Get more certainty.

*Good leaders know when speed helps—
and when it becomes a hazard.*



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*Better judgement.
Better decisions.
Better outcomes.*