

The Decision Happens in Seconds. The Leadership Was Built Long Before.

A conversation about what leaders and organizations build before pressure arrives.

**What are we building now that will improve the decision
we may have only 30 seconds to make later?**

1 WHICH DECISIONS TRULY REQUIRE REAL-TIME JUDGEMENT?

Where do seconds or minutes matter - and where have we accidentally allowed ordinary decisions to become urgent?

2 WHAT DOES PRESSURE DO TO US?

When stress rises, what happens to our attention, assumptions, communication, and willingness to ask for help?

3 WHAT FAMILIAR PATTERN MIGHT WE OVERTRUST?

Which situations feel familiar enough that we may reach closure before checking whether one important cue does not fit?

4 WHO CAN INTERRUPT OUR THINKING?

Who has permission to say, "You may be missing something" - and can critical information travel quickly enough?

5 WHEN DO WE DIRECT - AND WHEN DO WE OPEN THE ROOM?

Can we distinguish familiar execution problems from novel situations that require collective sensemaking?

6 HOW DO WE LEARN AFTER THE DECISION?

Do we review how the decision was made, or only judge the eventual outcome with the benefit of hindsight?

BEFORE YOU LEAVE

One capability we need to build before
pressure arrives

One person or role we need to hear from faster

One decision we should rehearse or review

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