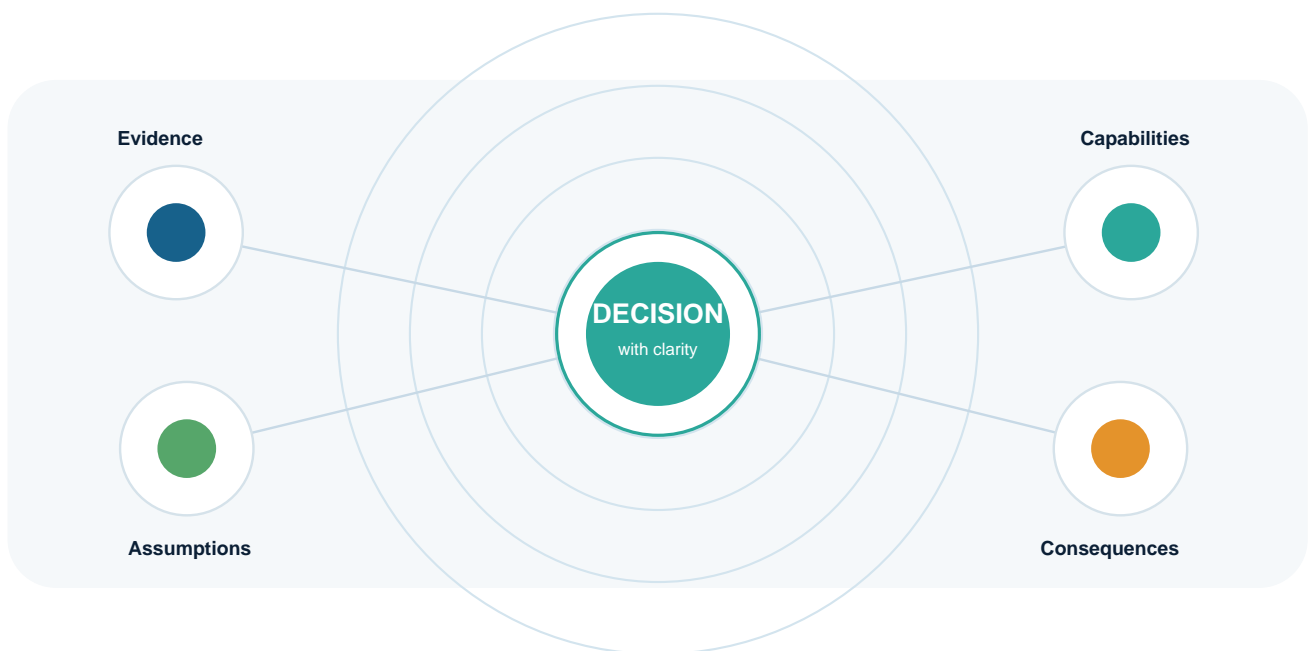


# BEFORE THE DECISION

A short guide for leaders who need clarity before consequential choices.



Important decisions often arrive with pressure: a strategic move, a transformation, a restructuring, a leadership choice, an investment, or a response to a difficult situation.

The danger is not only deciding too late. It is deciding before the situation, the patterns, the assumptions, and the organizational conditions have become visible enough for responsible judgement.

Before the decision, leaders need enough clarity to know what they are really deciding about.

## Why decisions need clarity

Many poor decisions do not fail because leaders lack courage. They fail because the decision was made from an unclear starting point.

- The issue may be framed too narrowly.
- Urgency may hide the real pattern.
- Options may be compared before assumptions are tested.
- People may agree on action but not on what is actually happening.
- The organization may not have the capability to absorb the choice.

The first leadership question is not only **What should we decide?** It is **What must become visible before we decide?**

Before the decision, clarity improves the quality of what becomes decidable. It does not remove responsibility from leaders. It strengthens judgement at the moment when judgement matters most.

### The shift it creates

pressure → orientation

problem → frame

opinion → evidence

single option → option space

decision → informed choice

#### WHAT LEADERS BEGIN TO ASK

- What is the decision really about?
- What is driving urgency?
- What are we assuming?
- Which patterns are shaping the situation?
- What options are we not yet seeing?
- What conditions must be in place after the decision?

# What to see before deciding

## The decision frame

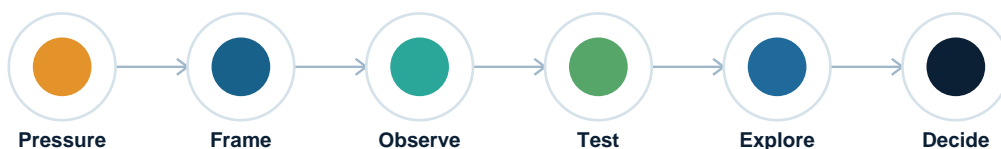
- The frame**  
 What problem are we actually deciding about - and what is outside the frame?
- The assumptions**  
 What do we believe to be true, and how do we know?
- The patterns**  
 What keeps repeating around this issue, across meetings, teams, or decisions?
- The capabilities**  
 What can the organization realistically do now, not in theory, but in practice?

## The decision conditions

- The consequences**  
 What could this decision strengthen, weaken, accelerate, or unintentionally block?
- The timing**  
 Is the situation truly urgent, or is pressure being mistaken for urgency?
- The option space**  
 Which alternatives, combinations, or smaller first moves are not yet visible?
- The conditions for action**  
 What has to be in place after the decision for action to become effective?

# How decision clarity emerges

Clarity emerges when leaders interrupt the automatic move from pressure to conclusion. They frame the question, observe the situation, test assumptions, explore options, and only then choose the next move.



The question changes from 'What should we do?' to 'Given what we can now see, what is the most responsible choice?'

## Where before the decision matters

Before the Decision is useful wherever leaders face consequential choices and complex organizational conditions. The principle is simple: do not decide only from pressure. Decide from what has become visible.

- strategic moves
- transformation programs
- restructuring or merger integration
- leadership appointments
- major investment decisions
- operating model changes
- crisis responses
- board or owner decisions

### The role of the Organization Twin

The Organization Twin can support the decision moment by making selected patterns in decision-making, management, leadership, organization, capabilities, context, and change readiness visible. Its value lies in grounding the conversation. Leaders can discuss visible patterns rather than isolated opinions, preferred solutions, or the loudest interpretation of the situation.

### The role of Guided Clarity Sessions

A Guided Clarity Session helps leaders work with what becomes visible. It is not a sales conversation, a diagnosis, or an advice session. It is a guided reflection around observations, patterns, assumptions, and possible implications.

## A first reflection

Before your next major decision, consider five questions:

1 What decision are we really making?

2 What is driving urgency?

3 Which assumptions are shaping the frame?

4 What patterns does the organization show around this issue?

5 What would need to become visible before we decide?

**A better decision begins before the decision - in the clarity leaders create about the situation, the system, and the choices available.**