# DECISION GRID

| THE QUEST | THE PATH | THE DISCOVERY |
|---|---|---|
| 1. What are the facts? | Is this problem or opportunity real? What's the evidence? What information do we have? How can we be certain of its integrity? What data do we lack that's required to make the decision? How are we interpreting the data? Who sees the data differently? What are we not seeing? What is the root cause? | |
| 2. What is our objective? | Does achieving this objective propel us toward our vision or is this problem or opportunity a distraction? What's the ideal outcome? How can we be sure this is the best outcome that's possible? | |
| 3. What—precisely—is the issue we're trying to solve? | What's the extent of the issue? What are the underlying factors? If we see this issue as a threat, how can we use it as an opportunity? What have we already tried? What have we learned? What's our deadline for making a decision? What will happen if we do nothing? | |
| 4. Who should be involved in helping solve the problem? | How would someone from a related but different discipline or industry view this matter? Who else—whether from our organization or from outside our organization—should we include to help make the decision? Who will make the final decision? | |
| 5. What are all of the possible solutions? | What biases and assumptions are we bringing? Where are the gaps in our knowledge and experience that may be skewing our perspective? What would our competitor do if faced with this issue? What would an investor do? | |
| 6. Which of the possible solutions are aligned with our my/values? | Which—if any—of these possible solutions violates our non-negotiables? Which—if any—of our organization's core values indicates one of these possible solutions is not for us? What's my heart telling me? What's the right thing to do? | |
| 7. What are the consequences of the remaining possible solutions? | What does solving this issue make possible? What unintended consequences must we consider? What signals or outcomes are we ignoring? Of what are we afraid? What will happen if we do nothing? | |
| 8. What's the best possible solution? | What are the most fundamental conclusions? When we solve this issue, what are we saying "yes" and "no" to? If we choose to move forward, what's the likelihood we'll succeed? Will the win be worth our time, money and energy? Are we "all in" on this decision? | |
| 9. How will we communicate the solution to our stakeholders? | What words and images provide the context and rationale for our decision? Will our story be believable? Inspiring? Who will resist? On what grounds? | |
| 10. Who will do what by when? | Who will be the steward of the decision to ensure its execution? How will we measure progress? How will we reward success? How will we address failure? What are the implications of failing? | |

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