

The Decision Audit

At the end of each week, sort your actions into three categories. Be honest.

01 DECISIONS I MADE

Clear calls. Owned. Communicated.

These are the moments where you did the actual job of a manager. You assessed the situation, made a judgement, and told your team what was happening and why. Note them. You want more of these.

ASK YOURSELF

What did you decide, and did you communicate the reason clearly?

02 DECISIONS I DELAYED

You knew. You waited. Name the cost.

The calls you pushed back — because you needed more information, because the timing felt wrong, because you hoped it would resolve itself. Write each one down. Then write what the delay actually cost.

ASK YOURSELF

Why did you delay, and what did it cost the team in time, clarity, or trust?

03 DECISIONS I DISGUISED AS DISCUSSIONS

You already knew the answer.

You had the information. You had the instinct. But you held a meeting anyway. This is not collaboration — it is using other people's voices to delay your own accountability. This category is where your growth lives.

ASK YOURSELF

What was the call you were avoiding, and what stopped you from making it?

YOUR EXERCISE THIS WEEK

Find one decision you disguised as a discussion. Make it now. Then write it below.

01 What was the decision I kept avoiding?

02 Why did I hold a meeting instead of deciding?

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03 The call I am making right now: