

The cost of a decision outlives the meeting.

A private reflection for leaders whose decisions affect people, institutions and long-term value. Use a real decision that is important, consequential and still open to influence.

Keep this reflection under your control. Do not include confidential organisational information. This is an individual learning resource, not an organisational assessment, audit or reporting instrument.

01 Locate the irreversible part

What decision is actually being made? Separate the reversible steps from commitments that are difficult to undo. Which deadline is real, and which is being imposed by pressure?

02 Look beyond the room

Who benefits, who carries the risk and whose voice is absent? Consider the immediate result and the effects that may emerge after today's leaders have moved on.

03 Examine your own position

How might fatigue, identity, incentives, status or loyalty be shaping your judgement? What would you notice if your personal reputation were not involved?

Make challenge part of stewardship.

Senior responsibility requires a way to hear what authority can otherwise suppress. Design the challenge before committing to the decision.

04 Invite a serious counter-view

Who has relevant knowledge and permission to disagree? What is the strongest case against your preferred option? State what evidence would change your mind.

05 Protect the decision process

Choose one safeguard: a second review, a staged commitment, a clearer evidence threshold, a conflict declaration or another appropriate step. Who owns it and when must it happen?

06 Account for what follows

What signal would show that the decision is harming the people or value it was meant to serve? Set a review date and specify what you will do if that signal appears.

Private closing question: "If this decision became the example by which my leadership was remembered, what would I want it to demonstrate?" Write that sentence in your own journal.

Programme boundary: Leaders in Industry centres individual leadership formation. Private journals are not submitted for employer review, and the programme does not produce organisational reporting from these reflections. Apply your institution's governance and professional requirements to actual decisions.