

# FINISH THE DECISION

A practical close for decisions that need to hold

Is this decision finished — or merely agreed to?

## F - Frame the decision

Included:

- One clear sentence: What we decided
- One clear sentence: Why

Not included:

- Re-running analysis
- Strategy decks
- Perfect language

Test: Can someone say this without jargon?

## I - Initiate the first move

Included:

- Execution owner
- First move in 7 days
- Proof-of-life in 14 days

Not included:

- “We’ll start soon”
- Diffuse ownership
- Endless planning before action

Test: Can the organization see evidence that this decision is real?

## I - Integrity boundaries

Included:

- 2-3 non-negotiables (what must not be softened)
- What can flex without re-litigation

Not included:

- Vague aspirations
- Hidden exceptions
- “We’ll figure it out later”

Test: When pressure hits, do people know what must hold?

## S - Stressors & survivability

Included:

- The 2-3 pressures most likely to erode this decision (fatigue, fear, friction, priority drift, precedent)
- One protection for each

Not included:

- Catastrophizing
- Pretending the wild won’t show up

Test: Have we finished this decision for the environment it will face?

## N - Narrative that travels

Included:

- A carry sentence anyone can repeat: “We decided X because Y, even though Z.”
- One line on what this does not mean

Not included:

- Persuasion campaigns
- Reliance on the original decision-makers to explain it forever

Test: Does this still make sense in a different room, told by a different person?

## H - Heartbeat & revisit triggers

Included:

- A check-in rhythm
- 2 legitimate triggers for reopening the decision

Not included:

- Open-ended re-litigation
- Reopening based on discomfort or mood
- Decisions with no future touchpoint

Test: Will this decision remain coherent after the meeting ends?

### Quiet erosion to watch for

If you see these, the decision may not be finished:

Stall · Soften · Reinterpret · Defer · Disappear

### A simple rule

If someone outside the room can’t repeat this decision, it isn’t finished.

DECISION  
INTEGRITY



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