



Work through your next decision

Choose one real decision. Ideally, start at Evaluate and carry what you learn into each stage. You can enter any pillar for a specific need, then check that the earlier reasoning still holds.

Decision: _____

Owner: _____ **Decision needed by:** _____

01 / Understand the situation

Evaluate

What is happening, who is affected, and what evidence supports your view? Separate what you know from what you assume.

Evidence and source:

Most important uncertainty to test:

Carry forward: the need you are addressing and the evidence that matters.

02 / Choose a direction

Define

What outcome would make a useful difference? Compare realistic options, including keeping the current approach.

Chosen approach and main trade-off:

Success measure, baseline and target:

Carry forward: a clear choice, the reason for it and what success means.

03 / Make responsible action possible

Govern

Who can decide and deliver? What proportionate checks, permissions or limits give them confidence to proceed?

Decision owner, delivery owner and limits:

When to pause, escalate or change course:

Carry forward: clear authority and safeguards matched to the decision.

04 / Act and improve

Elevate

What is the smallest useful next action? Review the outcome against your measure and use the learning to improve the next decision.

Next action, owner and date:

Review date and evidence to collect:

Carry forward: what to continue, adapt or stop, and which pillar to revisit.

Decision record: We will _____ because _____.

We will review _____ on _____.

AI tools can help compare options or sharpen your reasoning. Check their outputs against evidence and keep a person accountable for the decision.

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A clearer handover from sales to delivery

The decision: Should a small services team introduce a shared handover checklist?

01 / IN PRACTICE

Evaluate

Reviewing 20 recent projects finds six that needed clarification after handover. Delivery staff identify missing scope and success criteria as recurring issues. The team still needs to test whether a checklist will help without adding unnecessary work.

Carry forward: reduce clarification, using the recent 20 projects as a starting baseline.

02 / IN PRACTICE

Define

Compare leaving the process unchanged, adding a long approval form, or testing five required handover fields. Choose the short checklist for a four-week trial. Target no more than three clarification cases in the next 20 projects, with under five minutes spent completing each checklist.

Carry forward: a limited trial with a quality measure and a time constraint.

03 / IN PRACTICE

Govern

The operations lead owns the trial. The salesperson completes the checklist and the delivery lead accepts it. Missing client permissions or an unresolved scope commitment require a decision before work starts. Routine handovers do not need another senior approval.

Carry forward: named owners, a simple acceptance point and clear exceptions.

04 / IN PRACTICE

Elevate

Start with the next project. Review completion time and clarification cases weekly, then decide whether to keep, revise or stop the checklist. If the same gaps persist, revisit Evaluate to check whether pricing or product scope is the underlying cause.

Carry forward: evidence from the trial, not an assumption that the checklist worked.

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