

**A good decision
creates value once.**

A decision system
creates it repeatedly.

Organizations rarely lack intelligent people.

They struggle because decisions depend on:

- Personalities.
- Memory.
- Influence.
- Timing.
- **Who happens to be in the room.**

A decision system makes explicit:

01

Who decides.

02

What evidence matters.

03

Which trade-offs are acceptable.

04

When escalation is required.

05

How execution is followed through.

Without that system:

01 The same questions are reopened.

02 Exceptions become precedents.

03 Authority becomes negotiable.

04 **Execution drifts.**

With it:

- Judgment compounds.
- Decisions become faster.
- Execution becomes more consistent.
- **The organization learns from itself.**

**Competitive advantage is not
one brilliant decision.**

It is the ability to make
better decisions repeatedly.