

**Every organization has  
a way of reasoning.**

*Most have never  
made it explicit.*

# It appears in every consequential decision.

What evidence matters.

Who has authority.

Which trade-offs are acceptable.

What gets escalated.

What gets ignored.

**Strategy states what  
the organization intends.**

Its decisions reveal  
what it actually believes.

Across hundreds of decisions,  
**a pattern emerges.**

A logic of value.

A logic of risk.

A logic of time.

A logic of authority.

A logic of action.

**That logic may be coherent.**

Or contradictory.

**It may learn from evidence.**

Or repeat the same mistakes  
under different names.

We call this

# Organizational reasoning.

The discipline of making an organization's  
decision logic:

Visible.

Testable.

Improvable.

So better decisions become systematic.