



Capacity Building  
Solutions

# LEADERSHIP DECISION MAKING WORKBOOK



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## Introduction

This workbook is your structured guide to making stronger leadership decisions. It's built to help you address not just problems that need to be solved, but also high-potential opportunities that deserve thoughtful consideration.

Whether you're evaluating a new initiative, revisiting a legacy strategy, or trying to lead your organization through complexity or change, this tool will walk you through the frameworks and reflection needed to make confident, high-impact choices.

Too often, leaders operate from instinct or rush decisions under pressure—leading to preventable mistakes. The goal here is not to eliminate all risk—but to replace impulsiveness with clarity, emotion with discipline, and guesswork with process.



## 2 Getting Decision Clarity

### Define the Decision

What is the specific decision you need to make?

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Why is this decision important right now?

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### Desired Outcome

What do you hope to achieve?

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What does success look like?

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### Deadline

By when must this decision be made?

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What are the consequences of delaying it?

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## Emotional Landscape

Gut Words: What words come to mind when thinking about this decision?

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Fears: What are your worries or anxieties about this decision?

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Hopes: What are your best hopes if this decision goes well?

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Emotional Conclusion: What is your instinctive emotional response?

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### 3 Decision Authority and Involvement

#### What Kind of Decision Are We Talking About?

Think about where this decision lives in the organization. Check the box that fits best:

- ☐ Strategic – Big-picture, long-term stuff. These are the mission-critical calls made by owners, CEOs, and top execs. Big picture, long term stuff. These are r
- ☐ Managerial – Focused on teams, resources, and how things get done day-to-day. These are usually in the hands of department heads or functional leaders.
- ☐ Operational – It's all about execution here. Mid-level managers making sure the wheels stay on the bus and everything runs smoothly.
- ☐ Individual – In-the-moment decisions by team members or project leads—quick, task-focused, and hands-on.

## Who Should Make the Call?

Should this decision stay at the top, or move closer to the action?

- ☐ Centralized – Keep it tight. Best when you need control, consistency, and efficiency.
- ☐ Decentralized – Push it out. Better for speed, agility, and local ownership.

## Key Stakeholders

Who are the decision-makers? (Include names and roles)

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### Stakeholders:

Type	Name & Role

### Stakeholder Mapping:

Stakeholder	Low Interest	High Interest

Who are the advisors or consultants contributing expertise?

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Who will be impacted, and who needs to be consulted?

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## **4 Optional Analysis**

### **Past Experience**

What did we learn from similar decisions in the past?

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### **Data Analysis**

What data, facts, and trends are informing this decision?

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### **Option Generation**

What are the realistic options available?

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What creative or nontraditional paths haven't been considered?

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What is the status quo, and what happens if you continue it?

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## Option Generation Grid

Option	Description	Resources Needed	Timeframe	Risk Level	Potential ROI
A					
B					
C					
D					
E					

## Pick Top 3:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

## Scenario Planning:

What are some potential business scenarios and how would they affect each option:

Scenario	Description	A Impact	B Impact	C Impact



## Additional Weighted Criteria:

Criteria	Weight	Option A	Option B	Option C

From the tables above, select your best option:

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## 5 Cost-Benefit & Risk Assessment

List all direct costs (money, time, labor):

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List all indirect or intangible costs (morale, distraction, brand risk):

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List all projected benefits (revenue, customer impact, retention):

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List all indirect/intangible benefits (culture, engagement, long-term positioning):

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What's the overall cost-benefit conclusion?

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What would success look like in terms of metrics or results?

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## 6 Decision Filters

**Filter 1:** Does this decision align with our mission and vision? Why or why not?

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**Filter 2:** Is this consistent with our organizational values?

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**Filter 3:** Does this meet our financial goals (ROI, profitability, payback period)?

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**Filter 4:** Do we have the right skills and capabilities to execute this well?

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**Filter 5:** Is there genuine passion or energy internally to pursue this?

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**Filter 6:** Estimate the cost, time, and skills required (+25%) – can you handle it?

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**Filter 7:** Do you have the leadership bandwidth, or do you need support?

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**Filter 8:** What is your exit strategy if things don't go as expected?

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Have all critical perspectives been represented in the process?

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What alternatives could achieve the same or better outcome?

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## **7 Implementation Planning**

Who is responsible for implementing the decision?

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What's the communication plan for stakeholders?

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How will we track progress?

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## 8 Confidence & Reflection

On a scale of 1-10, how confident are you in this decision right now?

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What factors support your confidence?

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What factors reduce your confidence?

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What would make you feel more certain?

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What do you need to monitor, adjust, or revisit over time?

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What will success look like 30, 60, and 90 days out?

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How will you reflect on lessons learned after the decision is implemented?

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## 9 Common Decision-Making Mistakes to Avoid

1. Making emotionally driven decisions without assessing facts or consequences
2. Failing to consult stakeholders or those impacted
3. Confusing urgency with importance and rushing prematurely
4. Ignoring financial due diligence and risk exposure
5. Not clarifying who owns the decision—and who owns the outcome
6. Skipping alignment with company values or strategic goals
7. Mistaking familiarity for viability (e.g., sticking with legacy ideas too long)
8. Believing the loudest voice is always the right one
9. Neglecting to consider unintended consequences or ripple effects
10. Not learning from past decisions—good or bad

## 10 Conclusion

Every leader makes dozens of decisions each week. Some are small and quick—others shape the future of your team, your customers, and your business.

This workbook is your guide to making those moments count. It won't give you the answer—but it will make you smarter, more reflective, and more prepared.

Remember, great decision-making isn't about perfection—it's about progress, alignment, and learning. When you slow down just enough to ask better questions, consult the right people, and weigh the right criteria, you build a leadership culture rooted in clarity and trust.

Use this workbook regularly. Share it with your team. Revisit decisions that didn't go well and extract the learning. With consistent use, this tool will help you avoid missteps, build better habits, and increase your impact as a leader.

Lead with clarity. Decide with courage. Reflect with humility.

