

The Executive Decision Kit

Five practical tools for leaders facing consequential decisions, misalignment, execution drag, and organizational pressure.

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- 01 **Decision Clarity Canvas**
 - 02 **Leadership Alignment Scan**
 - 03 **Execution Drag Diagnostic**
 - 04 **Executive Meeting Reset**
 - 05 **Seven Questions Before You Commit**
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Name the decision before solving the problem.

Complexity expands when leaders mix the decision, the symptoms, the politics, and the implementation plan. Use this page to isolate the actual call.

THE DECISION

What exactly must be decided, by whom, and by what date?

WHY NOW

What changes if we decide this week? What deteriorates if we wait?

THE TRADEOFF

What are we choosing against, not only choosing for?

THE EVIDENCE

Which facts materially change the answer? Which information is merely comforting?

Alignment is observable behavior, not agreement in the room.

Score each statement from 1 (rarely true) to 5 (consistently true). Compare scores privately before discussing them together.

We can state the three most important outcomes in the same language.	■	■	■	■	■
Every critical outcome has one clearly accountable owner.	■	■	■	■	■
Disagreement happens before the decision, not after it.	■	■	■	■	■
The team distinguishes facts, assumptions, and preferences.	■	■	■	■	■
Leaders address tension directly instead of routing around it.	■	■	■	■	■
Resources follow stated priorities.	■	■	■	■	■
People know what has stopped, not only what has started.	■	■	■	■	■
We inspect execution without creating fear or theater.	■	■	■	■	■

DISCUSSION

Where did scores differ most? That gap is often more useful than the average.

Find where momentum is being lost.

Circle the pattern that best describes the work. Then identify one operating change that would remove friction instead of asking people to work harder around it.

Repeated rework	The decision or definition of done is unclear	What keeps changing after work begins?
Too many meetings	Ownership and decision rights are weak	Which meeting exists because no one can decide?
Slow handoffs	Teams optimize their function, not the outcome	Who owns the customer or business result across the seam?
Escalation overload	Leaders have not set useful boundaries	What decision could move one level closer to the work?
Constant priorities	Strategy is being expressed as additions	What are we explicitly stopping?
Quiet disagreement	The culture rewards compliance over candor	What truth is safe only after the meeting?

THE ONE CHANGE

What system, ownership, meeting, or decision-right change removes the most friction in the next 30 days?

Turn the executive meeting into a decision system.

A meeting is not effective because the agenda was completed. It is effective when the right decisions were made, ownership is unmistakable, and the organization can move.

05 MIN	Signal check	What materially changed since the last meeting?
10 MIN	Outcome review	Where are results off plan, and why?
25 MIN	Decisions	What requires a clear call today?
10 MIN	Dependencies	Where does one team need another to move?
10 MIN	Commitments	Who owns what, by when, and what stops?

DECISIONS MADE

OWNERS / DATES / STOPPING

Seven questions that improve consequential decisions.

01

What problem are we actually solving?

02

What must be true for this to work?

03

Whose behavior has to change?

04

What will this displace?

05

What is the earliest evidence that we are wrong?

06

What would make us reverse or revise the decision?

07

How will we explain this clearly to the people carrying it?

USE THE TOOL. THEN HAVE THE REAL CONVERSATION.

Clarity is only useful when it changes what happens next.

Use one page with your leadership team this week. Do not complete all five privately and file them away. Put the disagreement, tradeoff, or unclear ownership on the table.

ABOUT JUSTIN THOMAS

Justin Thomas is an executive operator, advisor, author, and founder of JT's Advisory Group. He has spent more than 20 years leading revenue and customer organizations across Sales, Service, Success, operations, partnerships, and transformation.

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