

The Decision Debt Check

Answer alone first, in writing, without looking anything up. Then ask your leadership team to answer questions 1, 3 and 8 on their own, and compare. Where the answers differ is where the decision debt is.

- 1 Name the last decision your leadership team made. When was it made, and who owns it?

- 2 How many people can approve a discount, a hire or a purchase over €5,000?

- 3 What did you decide last quarter that you are discussing again this quarter?

- 4 Which decisions still reach the founder that should not?

- 5 What is the longest a stuck decision has waited in the last month?

- 6 Where are decisions written down? Could a new hire find them?

7 In your last leadership meeting, how many minutes went on updates?

8 Who decides when two leaders disagree?

9 Which decision would you most like someone else to own?

10 What did you decide in a corridor this week that nobody else heard about?

11 If you were away for a month, which three decisions would wait for you?

12 Ask your team question 1. Do their answers match yours?

Count the questions you could not answer in a sentence.

Zero to three: your decisions mostly get made once. Four to seven: you are paying some decision debt, usually of one kind. Eight or more: it is costing you hours every week, and a 30-minute call is free. Write to hello@inescastell.com.