

Do not turn this sheet over until asked.

1. Before we begin.

In one sentence: what do you do to make decisions that hold under pressure?

----- **FOLD BACKWARDS HERE — HIDE YOUR ANSWER** -----

Fold this strip behind the sheet, not forward over it.

2. A decision of your own.

Made under pressure, in your professional role. You had the authority. Other people were affected. One you would still defend today.

What was the situation?

What did you do?

What did you NOT have to think about?

Not what you would do differently. What never came up, because it was already settled.
For example: "I was never going to go after him myself. That was never on the table."

3. Where the cost landed.

Who paid for that decision — and did you feel it?

Not what it cost you in effort. What it cost someone else, and whether you were in the room when it landed. If you cannot locate it, write that.

4. Now unfold.

Read the sentence you wrote at the top, then read what you described.

Does that sentence appear anywhere in your story?

☐ Yes ☐ No ☐ Partly

5. What actually carried it.

Look only at Section 2. Circle the column that carried the decision.

A STANDARD SET BEFORE	SOMETHING IN THE MOMENT
a threshold already established	stayed calm under pressure
a rule or decision right, pre-assigned	paused before acting
a line already drawn before the moment	stayed present or grounded
rehearsed until it was no longer a choice	trusted instinct or gut judgment

Both columns are real. Only one of them was already there before the day began.

6. Which force was in the room.

Mark the one that had the most pull on this decision. If none of them were in play, mark the last box — that is a finding, not a failure to answer.

- ☐ **Fairness** — I protected what could be seen and spent what could not
- ☐ **Fusion** — Position outweighed the facts in the room, or filled the space where they should have been
- ☐ **Foresight** — I was too far removed to see the cost that lay beneath the decision
- ☐ **Fortitude** — I carried the weight of a moment I should have put down
- ☐ **Focused Execution** — I assumed the decision traveled
- ☐ **None of these** — The decision held, and I can say what held it

7. What you were working from.

Think about the facts you acted on. Write one into each box it belongs in.

KNOWN <i>I verified it</i>	REPORTED <i>Someone told me</i>	ASSUMED <i>I filled it in</i>	UNKNOWN <i>I knew it was missing</i>

8. The decision you know is coming.

Name one decision you will face in the next ninety days that you cannot afford to invent in the moment.

Write the standard now.

The threshold, the line, or the rule you set today, so it fires before you deliberate.

Now say it out loud to one person who will be in the room when it fires.

A standard nobody knows about is still an intention. Write their name:

We condition leaders to keep the cost of their decisions.

Judgment ConditioningSM conditions the situational standards a leader can install for the decisions they will actually face in their role. It does not install character, and it does not claim to.