

Preparing Future Leaders Through Past Decisions

Retrospective Decision Mapping for Leadership Transition

Why this workshop

Succession often transfers titles and responsibilities before it transfers judgment. This workshop uses a consequential past decision as a shared object for practice.

Participants reconstruct how the decision actually unfolded and then translate what they learn into clearer requirements for future leadership.

Retrospective Decision Mapping

1 Reconstruct

What happened, in a neutral sequence, before interpretation takes over?

2 Surface

What judgment did the current leader contribute, and where did it come from?

3 Identify

What information, relationships, and authority boundaries shaped the outcome?

4 Compare

Where did different participants understand the same decision differently?

5 Convert

What does the next comparable decision require of the future leader?

Participants leave with

- A practical way to make decision knowledge more visible and transferable
- Greater clarity about which decisions the future leader can begin owning now, and within what limits
- A sharper picture of when consultation, escalation, or approval should occur
- Developmental experiences that help the next leader build judgment through supervised practice
- A framework that can be reused with future decisions as succession unfolds

How it works

Participants work from a real, consequential decision in the organization's past. The mapping process is the same in every setting. The decision can be drawn from the group's own experience or from a case adapted to the audience.

Relevant for

Founders and next-generation leaders
Family enterprises and family offices
Boards and advisory teams
Teams preparing for delegated authority or succession-related role shifts

Succession is partly the transfer of decision capacity. Retrospective Decision Mapping makes that capacity explicit so it can be developed, shared, and gradually handed off.

The program can be delivered as a 75–90 minute workshop, a half-day facilitated session, or a custom in-house program for leadership teams, boards, or family groups.

Titles transfer faster than judgment.

A successor can hold the role without knowing which decisions are now theirs, which still require consultation, and what the last leader was actually weighing.