

Better Judgment in High-Stakes Decisions

A practical workshop for thinking clearly when priorities compete, perspectives differ, and consequences are real

Why this workshop

Some decisions are difficult because information is incomplete. Others become difficult because different people see different parts of the situation, emotionally charged language pushes people toward positions, or the consequences unfold over time.

The workshop gives participants a disciplined way to understand the context, clarify what the decision needs to accomplish, compare credible alternatives, and examine implications before choosing a path.

The COImpAct decision framework

1 Context

What is the full situation?

2 Desired Outcomes

What must the decision accomplish, preserve, or avoid?

3 Options

What credible alternatives exist?

4 Implications

What follows, now and downstream?

5 Decision / Action

What will be decided, and by whom?

Participants learn to

- Recognize when framing is contributing to the difficulty
- Separate charged language from the substantive issues
- Clarify what a good decision must accomplish, preserve, or avoid
- Compare alternatives before narrowing prematurely
- Examine immediate and downstream implications

How it works

Participants work through a common case in stages, with small-group discussion and brief share-outs. The case can be adapted to the audience while the decision process remains the same.

Relevant for

Strategy & capital allocation
Leadership & succession
Governance and professional firms
Family enterprises & family offices
Philanthropy & investment decisions

Participants leave with a one-page COImpAct decision map they can apply to a live decision after the session.

The emphasis is practical application rather than theory. The program is delivered as a 75–90 minute interactive workshop.

When a decision feels stuck:

Have we framed the problem in a useful way, or are we reacting to the way it was first presented?

Before asking, “What should we do?” ask, “What do we need to understand first?”