

WHY SENIOR LEADERS SHOULD MAKE FEWER, BETTER DECISIONS.



Senior leaders don't struggle because decisions are hard. They struggle because there are too many of them. As leaders rise, they get further from the day-to-day, visibility drops, pressure rises, and the cognitive decision load gets noisy. The smartest leaders don't respond by making more decisions. They build the discipline to make fewer, better, braver ones.

We know that this is easier said than done, but that doesn't mean we should not try. We think using our simple BRAVE framework can help senior leaders stop making more decisions, and instead help them learn to make the right ones.

Think to find the signal.

Speak to clear the noise.

Disagree to sharpen the choice.

Decide to create momentum.

THINK

**Reduce the noise,
increase the signal.**

Rarely do senior leaders need more information. What they need is better visibility.

BRAVE leaders create that visibility by asking:

- "What's the signal here?"
- "What's the thing that actually matters?"

Here's an example:

A marketing VP doesn't read every report. She uses a shared scorecard that shows three things: what's on track, what's off track, and what's stuck. That's enough to think clearly without over detail.



SARA COOKE & RHI BAXTER



SPEAK

Make space for the right conversations.

Decision fatigue comes from noise, not from making the big calls.

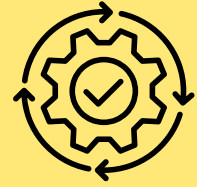
BRAVE leaders speak up early to clear the clutter:

- "This isn't a decision for me — push it down."
- "This needs a conversation, not a meeting."
- "Let's name the real choice here."

Here's an example:

A COO stops a 12-topic meeting and says, "We're actually deciding one thing: do we pause the launch or not?" The room exhales. The decision now becomes obvious.

USING A TRUSTED MODEL CAN HELP.



DISAGREE

Challenge the decision before you make it.

Great leaders don't confuse decisiveness with activity. They create filters so only meaningful decisions reach their desk.

BRAVE disagreement sharpens those filters:

- "Is this reversible?"
- "Is this strategic or just urgent?"
- "What would break if we said no?"

Here's an example:

A CFO pushes back on a proposal: "This is a resource distraction disguised as an opportunity." That disagreement saves the team three months of wasted effort.



DECIDE

Commit with clarity, not speed.

Leadership has never been a game of volume, it's a game of maximum impact.

BRAVE leaders decide by asking:

- "What future does this decision shape?"
- "What's the smallest brave step we can take now?"
- "What does 'done' look like?"

Here's an example:

A CEO doesn't decide the whole strategy in one go. She decides the first move: "We test the new market with one product, one segment, 90 days." Small decision, big clarity.



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