

INSTRUCTOR GUIDE

Decision Center Workshop

Facilitate the design of a decision-oriented leadership system

Facilitator objective

Help leaders design the mechanisms, evidence, roles, and cadence required to turn situational awareness into action.

Do not let the workshop become a dashboard design exercise. The output is a decision system with explicit intervention and follow-through.

Agenda

Opening and five questions 20 min
Domain Health Review 35 min
Signal Mapping 30 min
Decision Inventory 35 min
Intervention Planning 30 min
Cadence Design 30 min

Module 1: Five Questions

Create a shared leadership frame.

Outcome Are we achieving the outcomes that matter?
Reality Do we understand our current operational reality?
Risk What risks threaten success?
Attention Where should leadership focus now?
Decision What decision will create the greatest positive impact?

Facilitator prompts

What changed? Why does it matter? What action is required? Where should leadership intervene? What evidence is needed next?

Module 2: Domain Health Review

Assess current clarity, risk, and evidence across five domains.

Strategic Outcomes Business objectives, customer outcomes, product goals, and strategic initiatives.
Execution Health Delivery predictability, milestone progress, dependencies, and capacity.
Engineering Excellence Quality, reliability, technical debt, and platform health.
Customer Signals Adoption, satisfaction, escalations, incidents, and feedback.
Organizational Effectiveness Team health, talent development, cross-functional alignment, and operational efficiency.

Facilitator prompts

What changed? Why does it matter? What action is required? Where should leadership intervene? What evidence is needed next?

Module 3: Signal Mapping

Separate actionable signals from reporting noise.

Keep Information that changes understanding or action.
Simplify Useful information presented with unnecessary volume.
Add Missing evidence required for a decision.
Stop Reporting that does not support understanding or action.

Facilitator prompts

What changed? Why does it matter? What action is required? Where should leadership intervene? What evidence is needed next?

Module 4: Decision Inventory

Make priority choices and evidence needs visible.

Decision What choice is required?
Owner Who has authority?
Evidence What is sufficient?
Timing When must the choice be made?
Next learning What evidence follows the decision?

Facilitator prompts

What changed? Why does it matter? What action is required? Where should leadership intervene? What evidence is needed next?

Module 5: Intervention Planning

Identify where leadership can change system conditions.

Obstacle What blocks outcome progress?
Impact Why does it matter?
Intervention Remove, align resources, clarify, or escalate.
Owner Who acts?
Review When is evidence inspected?

Facilitator prompts

What changed? Why does it matter? What action is required? Where should leadership intervene? What evidence is needed next?

Module 6: Cadence Design

Build the living leadership rhythm.

Before Prepare only decision-relevant evidence.
During Interpret, decide, assign, and intervene.
After Record decisions and next evidence.
Recurring Review outcome movement and adapt.

Facilitator prompts

What changed? Why does it matter? What action is required? Where should leadership intervene? What evidence is needed next?

Facilitator close

Read decisions aloud Confirm choice, owner, rationale, and timing.	Confirm interventions Name obstacles and resource shifts.
Confirm cadence Schedule the first operating review.	Confirm evidence Name what will be reviewed next.

Facilitator observations

Use note: Proposed Decision Center workshop material. Adapt to context. Do not use to rank individuals or teams.