

# The Decision Matrix

*Decision hygiene: impact, effort, risk, certainty, moral cost—then commit with a review date.*

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## EXECUTIVE SUMMARY

- Most bad decisions are not immoral; they are undisciplined—no criteria, no owner, no review date.
- The Matrix is a governance tool: it makes reasoning visible and auditable.
- A decision without assumptions and triggers is a gamble pretending to be strategy.

## OPERATING LOGIC

### Criteria must be explicit

When criteria are hidden, power fills the vacuum. Explicit criteria reduce political drift.

### Review dates are humility

Markets move; assumptions decay. A review date is operational intelligence.

### Moral cost belongs in the model

A decision can be profitable and still be corrupt. Moral cost protects trust.