

# Beyond the “How-Tos” → Making Decisions and Thinking Critically

## Why this matters

In the onboarding process and in your work as a trainer, you’re going to read through and absorb a lot of guidance, process, and how-tos.

But, being a Howie trainer isn’t just about blindly following steps. Not everything is in the training materials and guides. Your role is also about knowing how to think when things aren’t clear and how to move forward confidently.

Yes, there are right and wrong answers, but it’s not always black and white. Sometimes, you won’t always have a clear answer and you’ll need to make a call without 100% certainty. That’s okay. What matters is moving forward with confidence and clarity.

## The Framework (You’ve Got This!)

### Mindset

- Take a breath. Don’t panic.
- You can be resourceful. Errors can usually be fixed.
- The safest course of action is your friend (more about it [here!](#)).
- Your job isn’t perfection, it’s clarity, momentum, and quality.
- We trust you to find solutions. Trust yourself.

### Questions to Ask Yourself

- If I take action A, what will happen next? Is that going to help the customer or cause downstream issues or delays?
- Will the customer/guest know exactly what I’m asking or what to do?
- Is this the least risky option if I’m wrong?
- Am I being specific enough that someone can easily correct me if needed?
- Am I overcomplicating this?
- Am I delaying things unnecessarily? Customers pay for fast response times.

### The Process (What to Do)

You’ve got a great brain, use it! Rely on your resources and think critically.

- When you get stuck:
  - Be resourceful! Use the trainer hub, error docs, canned verbiage, etc. (most scenarios are already covered)
  - Check #trainers channel (use the search bar) — most questions have been answered before.
  - Think critically. Ask yourself the questions above.

- Truly stuck? Post in #trainers. If needed, ping Erica, Nicole, and Emily.
- Don't wait around! We can't ghost customers. → make your best decision and move on.

## **You've Made a Decision...Now What?**

### **Be Specific in Your Response**

Specificity creates clarity for customers, guests, and the next trainer and allows the customer to course correct if we didn't make the right decision.

- Meeting duration
- Time + timezone
- Who the meeting is with
- Which calendar was checked
- Who has confirmed and who's pending
- Privately to customers: what questions you have, what your course of action is, etc.

## **The Bottom Line**

The training materials give you answers to most scenarios, but when they don't have a clear answer, this framework should empower you to think critically and make good decisions (even if they aren't 100% perfect). Put it all together:

### ***Guidance and How-Tos + Critical Thinking + Support = SUCCESS***

Rely on your resources and guidance, take a breath, think clearly, act quickly, and always be specific. That's how you'll make good decisions as a Howie trainer!

You've got this and you've got our trust!