

DECISION FRAMEWORK

4 Questions That Stop the Shoulder Taps

Give your team the test, so most decisions never reach your desk.

Use when a decision needs to be made and you are not sure whether to escalate.

Most founders get pinged all day because the team was never given a framework for deciding. It is not that they are incapable. They were trained to escalate: you answered fast, the quality was better, and the habit locked in. This is the tool that retrains it. Run any decision through these four questions in order.

1

Is this decision reversible?

DECIDE If yes, decide fast. A reversible mistake costs a day to fix. A missed decision costs you hours of escalation.

ESCALATE If no. True no-reversal decisions are rare. If everything feels irreversible, that is a calibration problem to fix together.

2

Does it affect a client, a teammate, or money above your threshold?

DECIDE Below the threshold, decide and act.

ESCALATE Above the threshold, bring it to the owner. Without a set number, everything feels like it needs approval.

3

Is this inside or outside my lane?

DECIDE Inside. Owning your lane means making the calls within it, not routing them upward.

ESCALATE Outside. Find who owns it. If no one does, that is an accountability gap to name separately.

4

Would I be comfortable if the owner knew I made this call?

DECIDE If yes, move.

ESCALATE If no, stop and figure out why before deciding. This catches the edge cases the first three miss. It is not fear of judgment, it is integrity of judgment.

THE PART MOST FOUNDERS SKIP

A framework alone will not change anything. The team escalates because answering gets rewarded. For this to work, you have to stop answering the questions these four already cover. Hand the test back: "Walk me through your four questions, what did you land on?" That is the behavior change that makes the tool stick.

This is one layer of a larger system: **decision rights**. It is a fast win you can install this week, and it points at the bigger build, the operating system that lets a founder-led business run without the founder in every loop.

ROLLOUT WORKSHEET

Make It Yours in 10 Minutes

A framework no one adapts gets ignored. Fill in the two blanks below, then pressure-test it against decisions that already happened. Do this with your team the first time, not at them.

SET THIS BEFORE ROLLOUT

Our decision threshold (dollar amount): \$

Who "the owner" means on Question 4:

A common starting range for the threshold is \$500 to \$2,500. Pick a real number. Without one, every call drifts back to you.

Take your last 3 escalations	Which question settles it?	Could the team have decided?
1.	Q__	Y / N
2.	Q__	Y / N
3.	Q__	Y / N

HOW TO USE IT

If Questions 1 through 3 point toward "decide" and Question 4 passes, the team makes the call. No escalation. They document it if it matters and move on. Your job shifts from answering to reinforcing: when someone brings you a decision the framework covers, hand it back instead of solving it. That is what turns a one-time read into a standing habit.

Want help installing decision rights across the whole business? Book a 30-minute diagnostic at freedomsystems.biz.



SCAN TO BOOK A CALL