

STEP 1: ASK THE QUESTION



- a. What is the issue or question? (e.g., Whether a or b?)
- b. What's your immediate response? (i.e., What do you want or want to avoid?)
- c. What are the best arguments for and against acting on your immediate response?
 - a. Whether to (a) marry Romeo or (b) not marry Romeo?
 - b. Marry Romeo—he's the one
 - c. Romeo is the love of my life; however, the Montagues are the sworn enemy of the Capulets

STEP 2: SEEK PERSPECTIVE



- a. Who else will be affected and what might they suggest (e.g., family, friends, community)?
- b. What might they not know (or you are afraid to admit)?
- c. What would a wise person—perhaps the future you—ask?
 - a. Romeo: *marry me*
Our two families: *family loyalty is paramount*
The community: *peace in Verona*
 - b. I want to escape an arranged marriage to Paris and secretly enjoy the drama surrounding forbidden love
 - c. What would persuade your families to consent to or even embrace your marriage?

STEP 3: ENGAGE THE VOICE OF WISDOM



- (Pausing...) What do the body, heart, and mind agree to be true and right?
- Love conquers all
If our families could see the love between us, they would consent to our marriage
Moreover, faking death is foolish and merely avoids the difficult challenge of expressing love in the midst of adversity

STEP 4: ACT



- Knowing what you must do, how will you follow through?
Related: What, if anything, must you confront or overcome?
- Demonstrate my love for Romeo until the day we can be united

STEP 5: OBSERVE AND ADAPT



- a. What did you intend to happen?
- b. What happened?
- c. What will you do now?
 - a. Faking my death, I believed I could live happily ever with the man of my dreams
 - b. Romeo, believing me dead, killed himself. And finding Romeo dead, I, in turn, ended my life
 - c. Find another way to demonstrate love without running away or resorting to violence

STEP 1: ASK THE QUESTION



- a. What is the issue or question? (e.g., Whether a or b?)
- b. What's your immediate response? (i.e., What do you want or want to avoid?)
- c. What are the best arguments for and against acting on your immediate response?
 - a. Whether to (a) expand to California in Q1 or (b) defer?
 - b. Expand—we wanted to be there last year
 - c. A location in California will demonstrate our commitment to being a national leader; however we've not yet met our revenue and utilization targets for our existing Texas location(s)

STEP 2: SEEK PERSPECTIVE



- a. Who else will be affected and what might they suggest (e.g., family, friends, community)?
- b. What might they not know (or you are afraid to admit)?
- c. What would a wise person—perhaps the future you—ask?
 - a. Customers: *expand west*
Investors: *grow faster* Team: *at capacity now*
Competitors: *please stumble (and we're prepared to respond)*
 - b. Our success to date has been the product of heroic efforts rather than a clear strategy and processes
 - c. What will be the financial and reputational cost of opening a location you can't fully support?

STEP 3: ENGAGE THE VOICE OF WISDOM



(Pausing...) What do the body, heart, and mind agree to be true and right?

When we enter a new market, we must play to win the market

Although we promised our customers we would open a location in California in Q1, we must defer the project until Q3, when we can fully support the project. Otherwise, we are jeopardizing success and placing our reputation at risk

STEP 4: ACT



Knowing what you must do, how will you follow through?

Related: What, if anything, must you confront or overcome?

Set a new date

Be forthright with our customers

Create a clear plan of how we will succeed

STEP 5: OBSERVE AND ADAPT



a. What did you intend to happen?

b. What happened?

c. What will you do now?

a. Expected our customer approval rating to decline and our board to press us to expand anyway

b. Customers, while disappointed, appreciated our candor; the board was appeased by a clear plan; our team was relieved

c. Create a realistic plan we can begin executing against starting with documenting our processes and hiring a senior leader to lead the expansion