

The Board Room



A board exists to pressure-test decisions before they cost you something—money, time, or credibility—by forcing you to defend your reasoning to people who have no stake in being nice about it.

Decision To Test

Instructions: Decide what's actually worth presenting. Good candidates:

- ☐ Decisions that are big or hard to reverse (a major hire or firing, a pricing change, expansion or contraction)
- ☐ Places where the story you're telling yourself & the numbers might not match
- ☐ Anything you're "pretty sure" about but haven't had to defend out loud

What doesn't belong here: routine operational calls. Those need a decision-maker, not a defense. If you're not sure, ask "would getting this wrong actually hurt?" If yes, bring it.

The Supporting Evidence

Revenue (current):

Team Size:

Firm health (1 word or phrase):

What's the story you're telling yourself about why it's the right call and do your numbers actually back that up?

What's the one thing you're hoping the board doesn't ask about?

The Board Room



Each person will take a turn on the hot seat.

- ☐ Present your issue/decision ~5 min
- ☐ Board Q&A ~8 min
- ☐ Name your takeaways/next actions ~2 min

Board Q&A

Instructions: The Board's real value is asking questions (not giving advice).

Consider:

1

Walk us through the decision/number—where does it come from?



2

What happens if this doesn't work?



3

What did you decide against, and why?



4

What are you avoiding or saying "No" to by focusing on this instead?



5

Six months from now, what will you wish you'd asked yourself today?



6



Final Take Away: