Decision Record & Premortem

ELP-003 | Executive Toolkit | v1.0 - Sep 2026 | Review by Mar 2027

A structured record for important decisions made under uncertainty, preserving what was known and believed before hindsight rewrites the story.

1. Decision record

Decision to be made

_____
_____

Decision owner

_____
_____

Decision date / review date

_____
_____

Preferred option

_____
_____

Genuine alternatives considered

_____
_____

Key information we know

_____
_____

Material uncertainties / estimates

_____
_____

Closest useful reference class / base rate

_____
_____

Key assumptions

_____
_____

Evidence that would change our mind

_____
_____

Dissent or challenge raised

_____
_____

Why the preferred option is justified

2. Premortem

Assume the decision has been made and has failed spectacularly. Before debate, each participant independently writes plausible reasons for the failure.

Failure reason 1

_____

Failure reason 2

_____

Failure reason 3

_____

What risk or assumption is missing from the base case?

_____

What should we strengthen, change, stage, stop or monitor?

_____

3. Commitment & review

Action / owner / trigger / review point

_____

_____

One action: identify the weakest link in the decision and strengthen it before commitment.

Use with the lesson: theexecutivelearningproject.blog/2026/09/11/elp-003-decision-making-under-uncertainty/

This is a practical ELP synthesis for structured discussion and reflection, not a validated diagnostic instrument.