



2025 ASCEND Leadership Monthly Webinar Series

Session Learning Tools & Practice Materials

Leadership Decision Journal

Describe the situation. (What is going on? What sparked this decision?)

What are you trying to decide?

How important is this decision: Essential Important Nice to Have Low Priority

What options are you considering?

Option	Pros	Cons
1.		
2.		
3.		

What emotions are coming up for you?

How confident are you?

Very confident Somewhat confident Not confident

What is boosting or draining your confidence?

What are the risks or tradeoffs?

What is pulling you in one direction or another?

What values or principles are guiding your thinking?

Are you honoring them with this decision?

What feedback have you received about this, solicited or not, and how has it influenced your thinking?

What would make you feel more clear or confident?

The Decision

You've worked through the decision. Now give yourself some time.

Consider returning to this section a few months after the decision, once the outcomes and impacts have had a chance to unfold. Reflection is where growth and self-awareness deepen. These questions are here to help you notice, learn, and grow from the experience.

Date of Decision: _____ Date of Reflection: _____

What did you decide?

What was the outcome? *(What happened as a result?)*

What was the impact? *(On you, your team, or others involved)*

What would you do differently?

What did this reveal about you as a leader? What will you carry forward from this experience?



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Decision Trap Spotter

This tool is designed to help you better understand how you show up as a decision-maker. Use it to identify the traps you tend to fall into, recognize when they show up, and develop personalized strategies to interrupt them. Over time, it strengthens confidence, clarity, and trust in your leadership judgment.

Step 1: What patterns show up for you?

Pattern	Frequently	Occasionally	Under Pressure
Overthinking / Analysis Paralysis - "I get stuck needing more information."	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Avoidance - "I procrastinate or distract myself when a decision feels risky."	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People-Pleasing - "I lean toward what others want, even if it's not what I think is best."	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sunk Cost Bias - "I stick with something because I've already invested time or effort."	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Perfectionism - "I delay decisions because I want to get it 'just right.'"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fear of Being Wrong - "I hesitate until I'm 100% sure (which never happens)."	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overconfidence - "I push forward without checking my assumptions."	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-Doubt - "I assume others know better than I do."	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Other patterns I notice:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Other patterns I notice:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Other patterns I notice:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Step 2: When do these patterns tend to show up for you?

Such as: When I'm under pressure or being evaluated. When the outcome affects others? When I feel uncertain or emotionally drained? When I'm trying to protect my image, reputation, authority, etc.?

Step 3: What is the cost or impact of those patterns?

For example: Missed opportunities. Delayed decisions. Resentment. Stress.

Step 4: How can you interrupt them?

For example: Set a timer or deadline. Talk it through with someone neutral. Reframe self-talk (e.g., progress, not perfection). Mindfulness or grounding. Reconnecting to my values.

Step 5: What truths or insights do you want to carry forward about yourself as a decision-maker, or the next time you are faced with a tough decision?