

MONTHLY WEBINAR



ASCEND LEADERSHIP MONTHLY

To elevate and empower leaders at every stage of their journey

Today's Conversation:

Confident Decision-Making

April 25, 2025

Etienne Consulting

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Jina Etienne, CPA, CGMA, CDE®
CEO, Etienne Consulting, LLC (she/her)

Hi! I am a coach and facilitator centered on workplace diversity, inclusion, culture and belonging. I help curious challengers practice what I call fearless inclusion: the freedom to be yourself and the art of creating space for others to do the same. It is the combination of intention and consistent action that shatters unseen barriers.

I practice fearless inclusion in my life, my work and for organizations, individuals and leaders in retreats, workshops and kaleidoscope trainings. Unlike those providing *de rigueur* training, I first honor and validate the individual experiences and feelings of all who participate or attend.


As a facilitator, I am not afraid to honestly invite in the elephant in the room to empower deep that can lead to healing and conversations growth. As a consultant, I challenge my clients to explore and clarify individual and organizational intention as a pathway to creating new frameworks for fostering cultures of connection and individual thinking has changed to power organizational growth.

In my spare time, I enjoy jigsaw puzzles and Sudoku, love chocolate, and appreciate a *really* good cup of coffee. I'm a die-hard fan of Arsenal FC (#COYG), a Peloton enthusiast (#FearlesslyMe on the LB) and love Formula 1 (let's go Hamilton!).

I live in Silver Spring, Maryland, with my husband, two sons, and Doug, our American bulldog.

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Confident Decision-Making




The **ASCEND** Leadership Model

A S C E N D
L E A D E R S H I P

A leadership model that starts within, grows through connection, and drives purposeful action.

Authenticity Lead with clarity and integrity.	Self-Leadership Cultivate self-awareness and emotional intelligence.	Connection Foster trust and meaningful relationships.	Empowerment Lift others to thrive and realize their potential.	Navigation Adapt with resilience and purpose.	Decisive Action Take purposeful steps to bring your vision to life.
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The **ASCEND** Leadership Model

Decisive Action


Take purposeful steps to bring your vision to life.

A S C E N D
L E A D E R S H I P

- Confidence grows through doing, not waiting
- Action clarifies more than contemplation
- Decisiveness ≠ speed - it's moving with intention
- Owing choices matters more than getting it "right"
- Leadership becomes visible through action

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Confident Decision-Making



The **ASCEND**
Leadership Model


Authenticity

Lead with clarity and integrity.



- Clear values = clear decisions
- Confidence starts with alignment to self
- Authenticity isn't comfort—it's congruence
- The right decision may not always feel easy
- When you trust your values, confidence follows


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The **ASCEND**
Leadership Model

Self-Leadership

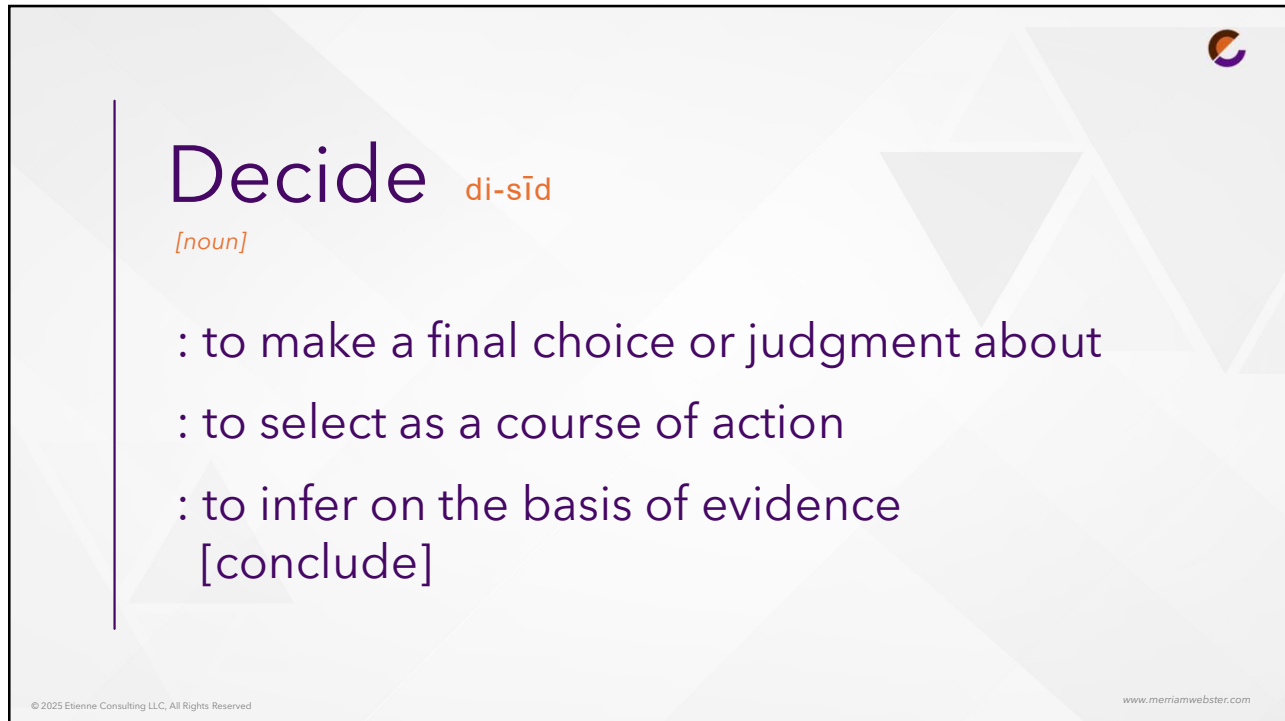
Cultivate self-awareness and emotional intelligence.



- Know your patterns: hesitation, overthinking, avoidance
- Emotional discipline supports confident choices
- Confidence = self-trust + self-regulation
- Strong decisions come from internal clarity
- Leadership begins with managing your inner state

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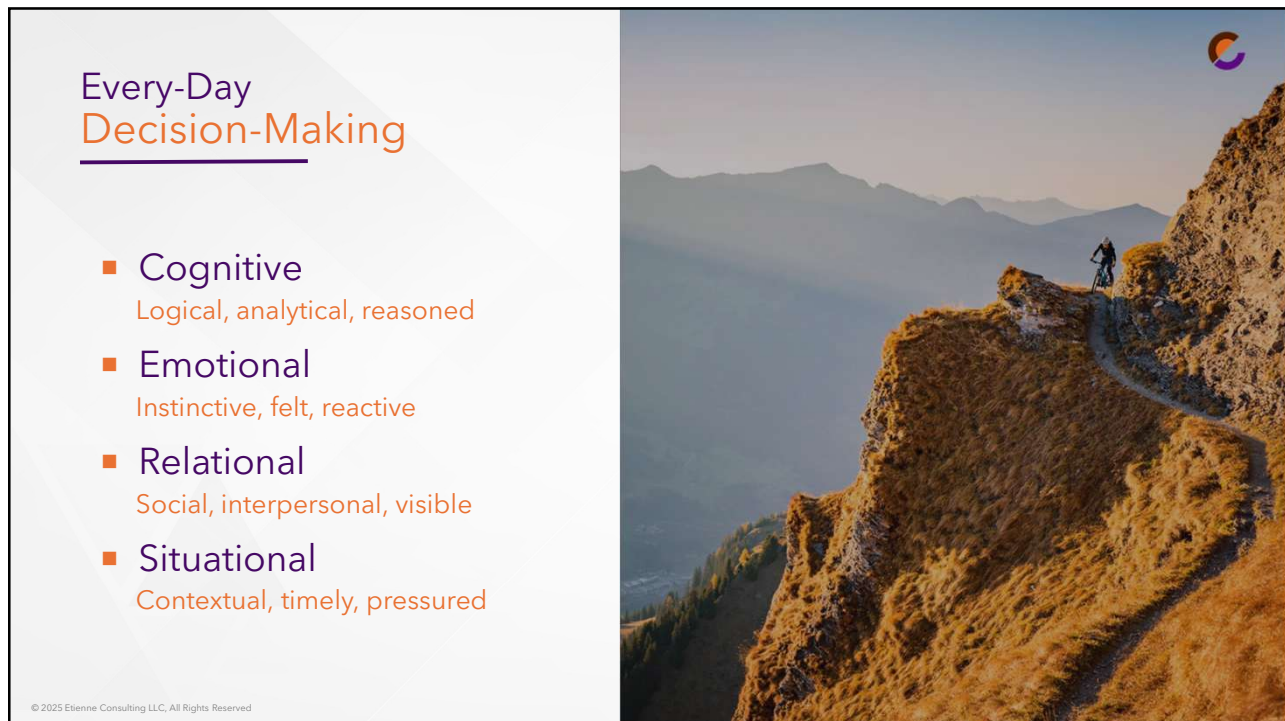
Confident Decision-Making



Decide di-sīd
[noun]


: to make a final choice or judgment about
: to select as a course of action
: to infer on the basis of evidence
[conclude]

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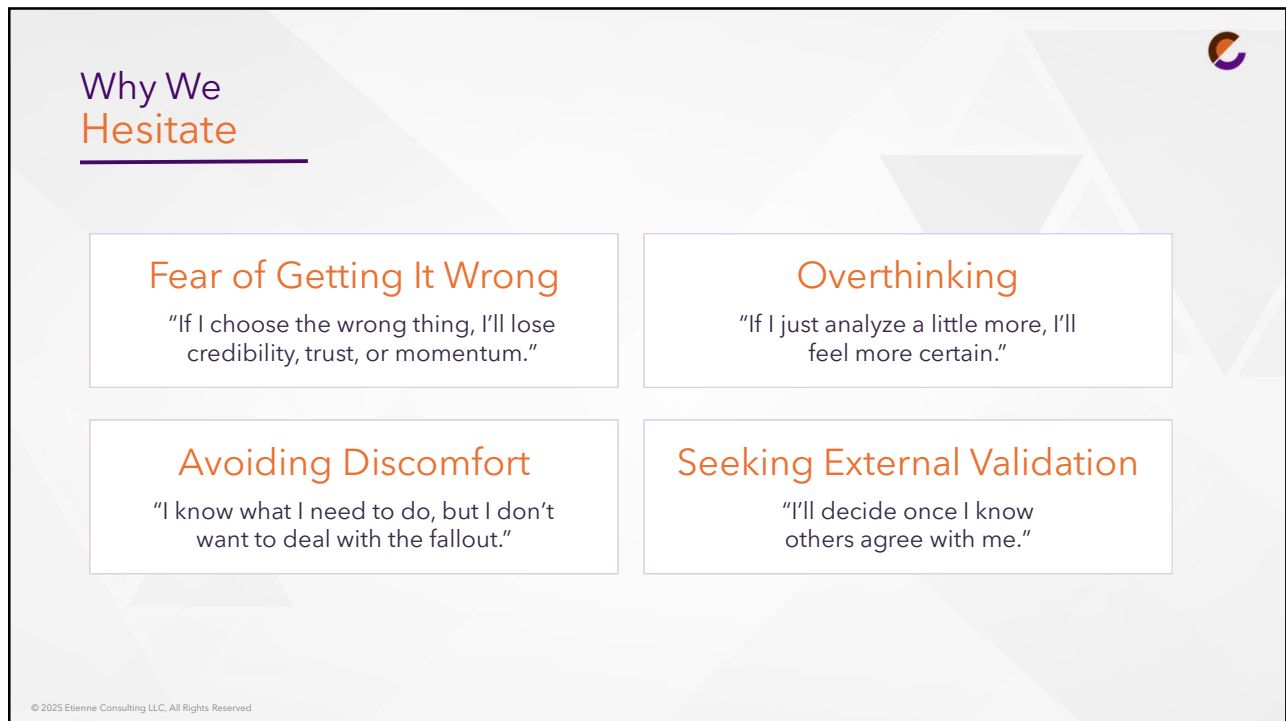
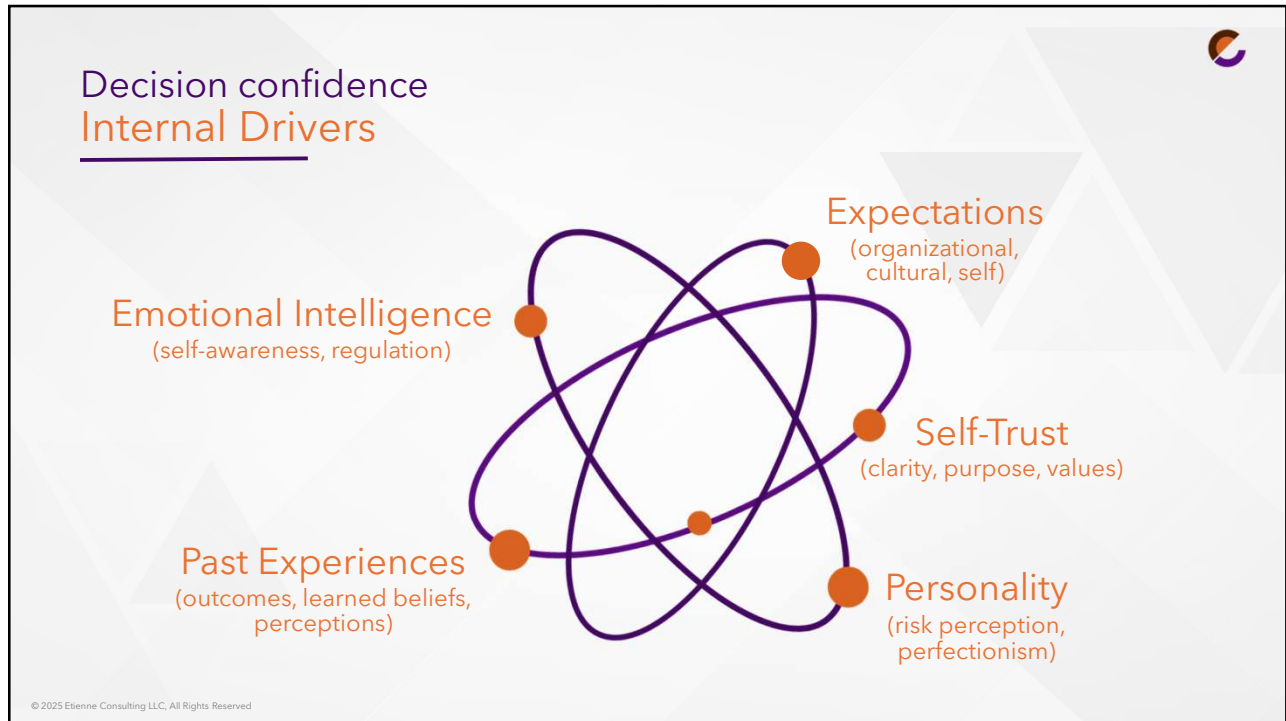
**Every-Day
Decision-Making**

- **Cognitive**
Logical, analytical, reasoned
- **Emotional**
Instinctive, felt, reactive
- **Relational**
Social, interpersonal, visible
- **Situational**
Contextual, timely, pressured



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Confident Decision-Making



Confident Decision-Making

Common Pitfalls

- ✓ Seeking consensus or validation
- ✓ Confusing delegation with collaboration
- ✓ Equating speed with quality (Fast ≠ Good)
- ✓ Not reflecting on past decisions
- ✓ Ignoring emotional signals
- ✓ Defaulting to what worked before
- ✓ Not "stress testing" rejected options
- ✓ Ignoring or avoiding trade-offs

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Overcoming Barriers Avoiding Pitfalls



Pause & Name It
Set a Decision
Deadline



Lead with Values
Act from Self-
Trust



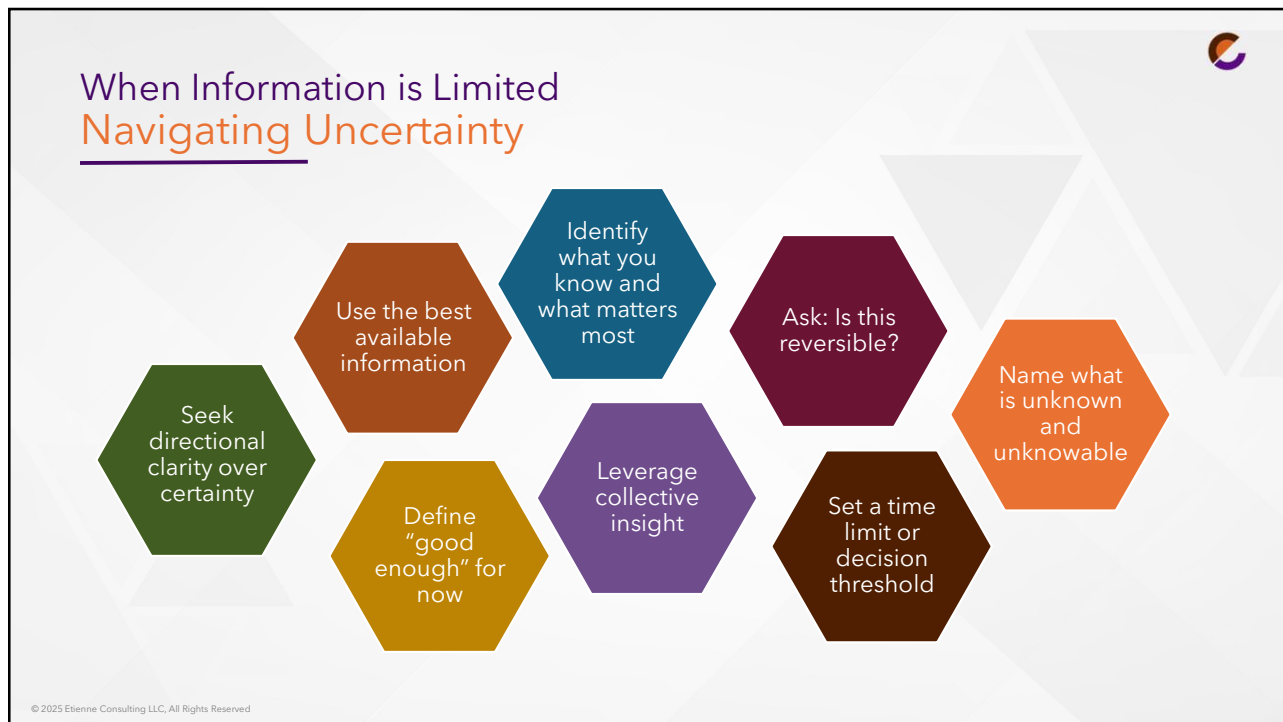
Do a Reality Check
Assess the Real
Risk



Use a Sounding
Board
Get Outside
Perspective

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Confident Decision-Making



Confident Decision-Making

Building Self Confidence

Confidence isn't the absence of fear. It's the presence of self-trust in the face of fear.

Practice & Repetition

Self-Awareness

Emotional Regulation

Values Alignment

Recovery & Self-Compassion

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Confidence in Decision-Making

By...	You can...
Practicing through repetition	Trust that you can navigate the process again
Understanding your values and patterns	Make clearer, thoughtful and more aligned choices
Regulating feelings of fear, anxiety and doubt	Interrupt the urge to freeze, overthink, or avoid
Acting with integrity and aligned with your values	Trust your judgment even under pressure
Learning from mistakes with mindfulness and self compassion	Stop fearing mistakes and start learning

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Session Learning Tools & Practice Materials

The **Leadership Decision Journal** is a guided reflection tool to help you process important decisions, build self-awareness, and grow your confidence as a leader.

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.		

The **Decision Trap Spotter** is a self-awareness tool to help you recognize unhelpful decision-making patterns and develop strategies to interrupt them.

2025 ASCEND Leadership Monthly Webinar Series
Session Learning Tools & Practice Materials

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"/>

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ASCEND LEADERSHIP MONTHLY

Equipping leaders with insights, skills, and strategies to lead with confidence

Next Month

Registration
Coming
Soon

Facilitating Difficult Conversations

May 30, 2025, 3-4pm ET

- Join us every 4th Friday | 3 - 4 pm ET
- Build your leadership. Strengthen your impact. Keep growing.
- View full 2025 schedule at www.etienneconsulting.com/ascend

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Scan to learn more about how we can bring value to your next training program, conference or event.





THANK YOU

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Training

Creating safe places and a workable path forward

We help teams connect mindfulness and self-awareness to daily actions and turn them into habits of fearless inclusion. Our programs help organizations create spaces where people can navigate bravely, confidently, vulnerably and openly. Safe relationships help people feel connected, supported, safe, open and bonded at work. This connectedness is what attracts talent, boosts retention, drives innovation, improves operational efficiencies and spurs growth. Our programs are broken down into five categories:





Inclusive Leadership

Help leaders and managers understand and connect diversity and inclusivity to unlock team potential.

Topics include:

- Organizational Intention
- Building & maintaining trust
- Inclusive leaders
- Leading change
- Personal branding
- Imposter syndrome
- Mindful leadership



Understanding Difference

Expand awareness and build understanding of difference, internal and external, across peoples with backgrounds and lived experiences.

Topics include:

- Understanding identities
- Language of DEIB
- Hidden diversity
- Neurodiversity
- Unlocking creativity
- Comfortably uncomfortable



Crafting Culture

Foster psychological safety to build trusting, intentional and stronger interpersonal connections.

Topics include:

- Candid conversations
- Unconscious bias
- Microaggressions
- Cultural awareness and fluency
- Value of belonging
- Work/life balance



Authenticity & Awareness

Understand our impact on others to empower bravery, confidence and authenticity how we show up for, encourage and support others.

Topics include:

- Self-awareness
- Mindfulness
- Intentionality
- Self-care and mental wellness
- Managing stress
- Confidence & agency



Conscious Communication

Align communication with intention to foster clarity, build trust and strengthen workplace relationships.

Topics include:

- Intention vs impact
- Strengthening communications
- Power of storytelling
- Facilitating sensitive conversations

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ASCEND Leadership®

A leadership model that starts within, grows through connection, and drives purposeful action.

ASCEND Leadership® is a comprehensive, tiered leadership development program designed to lead professionals along the pathway from emerging managers to high-impact executives.

The core program is distinguished by its two-part structure: Foundations and Mastery. ASCEND Foundations® is designed for emerging managers to strengthen skills and develop core competencies that serve as the building blocks for effective leaders. ASCEND Mastery® is designed for experienced managers and focuses on refining leadership capabilities required to transition from senior management into executive leadership roles. Both programs take place over several months, with a structured curriculum that guides participants through a journey of personal and professional growth.

We also offer stand-alone courses, each designed around a specific theme or leadership competency. From cultivating emotional intelligence and trust to mastering effective decision-making and nurturing influential stakeholder relationships.

ASCEND Leadership® offers programs in multiple formats to equip participants with the essential skills, core competencies, and leadership capabilities needed for success in today's dynamic business landscape.

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ASCEND Foundations® -The Leadership Journey for Emerging Managers

ASCEND Foundations® is a comprehensive leadership development program designed specifically for emerging managers. It focuses on developing the skills and competencies to lay a strong foundation for new managers and leaders. The program includes a mix of live instruction and self-directed intersession work.

By the end of ASCEND Foundations®, participants will be able to:

- Understand and apply key leadership principles
- Develop a professional brand and leadership style
- Effectively manage conflict and lead change within teams
- Communicate persuasively and build relationships with key stakeholders
- Develop a personalized action plan for career development.

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ASCEND Mastery® - Advanced Strategies for Aspiring Executives

ASCEND Mastery® builds on the foundational leadership knowledge gained from ASCEND Foundations®, elevating experienced managers' abilities as they aspire to executive positions.

By the end of the ASCEND Mastery® program, participants will be able to:

- Implement advanced leadership strategies to influence decisions and inspire teams at a strategic level.
- Navigate complex organizational change with effective decision-making and risk management techniques.
- Amplify emotional intelligence skills to foster an environment of trust and ethics within senior leadership.
- Mediate high-level conflicts and negotiate effectively to drive team growth and innovation.
- Formulate and execute a tailored executive development plan, aligning career aspirations with organizational objectives.