

The Decision-Capture Routine

A five-minute weekly habit for keeping the layer your performance review throws away — the reasoning behind the outcome, captured while it's still intact.

Your review records what you delivered. It discards how you decided — and for a senior professional, the reasoning is the asset. The problem is that judgment can't be reconstructed from memory three years later. The fix is small and repeatable: once a week, take the single most consequential decision you made and capture it before the texture fades. **Pick one decision. Answer the four prompts. File the evidence. Done.**

THIS WEEK'S DECISION

~5 minutes • once a week

1. What did you actually decide?

Not the outcome — the choice. State it the way you'd defend it in a room. "I chose X over Y because..."

2. What did you weigh? What were the constraints?

The pressure, the timeline, the incomplete data, the competing stakeholders. The conditions that made it a judgment call and not an obvious one.

3. What did you deliberately not do?

The rejected alternative is half the proof of judgment. The scope you cut, the safer option you passed on, the thing everyone expected that you chose against.

4. Where does the evidence live?

The deck, the scoring matrix, the memo, the thread, the retro. Name it and where it's stored — somewhere you'll still reach after you leave this engagement.

Weekly is a default, not a rule. Bi-weekly works. After-each-engagement works. What doesn't work is waiting until you need it — by then the reasoning is a story you're not sure is true. The outcome you'll always remember. The judgment behind it is the part that fades, and it's the part that's actually you. Capture it while it's still intact.