S-P-U-R DECISIONS

USE **S-P-U-R** TO PRACTICE PROACTIVE DECISIVENESS AS A TEAM

01 – STRATEGY

What STRATEGIC question does this address?
What is the REAL question here?

Where does this fit into our flywheel?
If it doesn't, why are we doing this?
If so, which element does it strengthen?
Is that one that needs strengthening as opposed to the others right now?

Where might we run an experiment (like a wind tunnel) to validate certain assumptions before taking a bigger leap?
Can we take calculated risks? Make small bets first.

Who can we consult with on this?

What would we do today if we were brave?
What problem are we avoiding?

Get outside the box: What are some other ways we could go about this?

What is the data telling us?

02 - PURPOSE

Does it take us closer to our dream?

Is this living out of our values?
If not, how can we change it so it does?

How would it help our people flourish more?

How does this make us more effective at living out our mission and our purpose?

Does this make us more of the kind of organization we want to be, or less?

What is a story we would be proud to tell at the end of our lives?
How could we write a better story?

03 - UNCERTAINTY & RISK

Are we OK if this fails?
How can we mitigate risk?
When failure is cheap, move quickly
If this fails, how and why did it fail?

Steel Manning - present your honest and best case for the opposition, why you shouldn't do this.

Where are my blind spots?
If you don't have any, you are deep into confirmation bias and greatly at risk of making a bad decision.

04 - RESOURCES

By saying yes to this, what would we need to say no to?
If we are saying no to something, are we really ready to say no to that thing? Other things we are committed to may suffer.

Is this an investment or expense?
ROI? If it is an investment, what is the return on the investment that can be anticipated? What's the ROV? (Return on Value) - these are intangibles like efficiency, team well-being, better experience, increase in morale, safety, etc.

Do we presently have the resources to implement this?
Or would we be spread too thin?
If not, could we get the resources?

Are we operating more from fear or wisdom in this decision?
What would fear tell us to do?
What would wisdom tell us to do?

WHAT IS THE DECISION?

YES

NO

NOT NOW

What is the decision? Write it down in clear words. Who is responsible for implementing this? What are their directives? What is the timeline? How will they be held accountable?