Five moves to executive clarity.

Use this sequence on one real request this week.

01	**Clarify intake**	Name the problem.
02	**Compare value**	Show the tradeoff.
03	**Map decision rights**	Name who decides.
04	**Build visibility**	Put choices in one view.
05	**Frame the ask**	Action + date + impact + value.

Start with the problem.

One request. Five answers.

1. What problem are we solving?
2. Who owns it?
3. Who is affected?
4. What happens if we do nothing?
5. What would prove success?

Then compare the requests side by side.

Request	Value	Risk of delay	Effort	Verdict

Rate: High / Med / Low · **Advance / Clarify / Park**

Make the decision visible.

Who can choose priority and accept deferral?

PMs facilitate; accountable leaders choose.

If no one can accept deferral, you don't have a decision owner.

One operating view

Outcome at stake _____

Accountable owner _____

Decision needed _____

By when _____

The executive ask

Choose _____ **by** _____

to protect _____ .

If we wait: _____ .

See it filled in.

ILLUSTRATIVE EXAMPLE — fictional request, not a real project.

Request: Rebuild the customer onboarding flow

Problem: New customers wait 9 days for first value; onboarding is manual.
Owner: Onboarding Lead. Affected: new customers, Support, Sales.
If nothing: First-month churn stays high; support backlog grows.
Proves success: Time to first value under 3 days.

Compare

Request	Value	Risk of delay	Effort	Verdict
Rebuild onboarding flow	High	High	Med	**Advance**
Hire two support reps	Med	Med	Low	**Clarify**

Operating view

Outcome: first-month retention · Owner: VP Customer Experience
Decision: fund rebuild or add headcount · By: Friday

The ask

Choose the onboarding rebuild by Friday to protect first-month retention.

If we wait: churn holds and the backlog grows.