

LEADERSHIP UNDER FIRE

A FIELD GUIDE TO STAY OPERATIONAL

Designed for Execution Under Pressure

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Context

You are operating in a destabilizing environment. Geopolitical escalation and economic volatility directly impact decision-making, execution, and accountability.

Leadership failure will not be sudden. It will be gradual:

- Decisions slow
- Standards soften
- Accountability weakens

If you do not correct this, your organization will drift.

This document is the correction.

Part I: Decision Discipline

Problem: Indecision disguised as caution

Rule: You do not need certainty. You need structure.

Use Immediately: The 3-Question Decision Filter

Before any meaningful decision:

1. **What must be true for this to succeed?** (*List 2-3 conditions*)

2. **What happens if we delay 30 days?** (*Cost, risk, missed opportunity*)

3. **Who owns the outcome?** (*If no name, there is no decision*)

If you cannot answer all three, you are not ready.

If you can, decide.

Part II: Accountability Enforcement

Problem: Standards drop under pressure

Rule: Stress requires tighter enforcement, not lower standards

Use Immediately: The Non-Negotiables Reset

Define:

Top Three Priorities (Only 3)	Picture of Success (What "Done" Means)	Owner
1.		
2.		
3.		

Rule:

If it is not a priority, do not work on it.

If it is a priority, track it weekly.

No exceptions.

Part III: Execution Stability

Problem: Activity continues, results degrade

Rule: Activity is not execution—output must be visible

Use Immediately: Weekly Execution Check (15 min)

For each priority:

What was committed last week?	What was delivered?	If there is a gap, why?
1.		
2.		
3.		

Enforce:

- If it was delivered, continue.
- If it was not, correct immediately (not next week)

No storytelling. No defensiveness.

Just correction.

Part IV: Leadership Integrity

Problem: External pressure becomes an internal excuse

Rule: The environment explains pressure. It does not excuse failure.

Use Immediately: The Ownership Standard

Replace: “Given what’s happening...”

With: **“Despite what’s happening, here’s what we’re doing.”**

This is not semantics.

This is accountability in practice.

Part V: Red Flag Test

If you hear:

- “Let’s wait and see”
- “We need more clarity”
- “Let’s revisit next month”
- “Everyone’s doing their best”

These are indicators of leadership avoidance. You are already drifting.

Action: Interrupt immediately. Reapply Parts I-III.

Immediate Implementation (24 Hours)

Within the next 24 hours:

- Set **Top 3** priorities
- Assign **one owner per priority**
- Run the **Decision Filter** on one delayed decision
- Schedule a **weekly 15-minute execution check**

This is sufficient to stabilize execution.

Final Position

You do not control the environment.

You control decision-making, accountability, and execution.

Most organizations will allow pressure to lower their standards.

You will not.

What to Expect If This Is Working

- Faster decisions
- Clear ownership
- Fewer missed commitments

If that happens, the issue was never the environment.

It was execution discipline.

If this stabilized your execution, you can receive additional tools and briefings here:
<https://www.karlbimshasconsulting.com/dispatches/>