THE CRISIS PLAYBOOK

# When something goes wrong, run three moves.

## 01 OWN IT

Start with reality, not your intent. Take the part that's actually yours before you explain what you meant.

## 02 FIX IT

Change the condition that let it happen, not just the thing everyone can see. Ask what made the decision feel normal on the way out the door.

## 03 PREVENT IT

Build the judgment and the lived values that make the next bad idea die quietly in a room instead of loudly in public.

THE ONE LINE

**A value that never costs you anything is really just a preference.**

# The 30-Day Values Test

Twenty minutes with your leadership team. You're not rewriting your values. You're testing the ones you already have, against a real decision, to find out whether they actually operate or just sit on a wall.

## 1 Pick one decision

Choose one real decision your leadership team made in the last thirty days. Something with a genuine tradeoff, not an easy call.

## 2 Name the value that shaped it

Which of your stated values actually influenced the call? Be specific. If none of them did, write "none" - that's an answer too.

## 3 Count the cost

What did honoring that value cost you? Time, money, speed, convenience, a comfortable conversation, a number you wanted to hit.

### READ THE RESULT

- If you can name the cost, you have an **operating value**. Protect it.
- If you can't point to how the value touched the decision, you have a **stated value**. The work is to make it lived.
- If honoring it never costs anything, look closer. A value that never costs you anything is really just a preference.

### RUN IT AGAIN

Three decisions tells you more than one. Do the same test across a few recent calls.

| The decision | Value that shaped it | What it cost | Operating or stated? |
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