



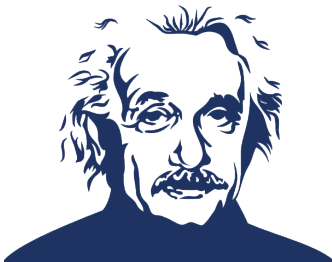
## DECISION CRITERIA: WHAT

**The key to making smart choices is to use the right decision criteria – the proper basis for choice.** And that requires asking the right questions. To earn back trust, organizations need to meet their stakeholders' expectations.

### The Defining Question

enables thinking from a strategic framework that reveals what stakeholders' likely expectations are.

What would  
**reasonable** people  
**appropriately** expect  
a **responsible** organization  
to do in this situation?



"If I had an hour to solve a problem and my life depended on the solution, I would spend the first 55 minutes determining the proper question to ask, for **once I know the proper question, I could solve the problem in less than five minutes.**"



What would

## reasonable people

Emphasis on **reasonable** people requires taking inventory of the stakeholders whose trust and confidence are most important to the organization.

While unreasonable people's expectations should be considered too, unreasonable people are not the priority in a crisis. Reasonable people are.

## appropriately expect

Once the stakeholder groups are prioritized, what they would **appropriately** expect from the organization in the given situation needs to be determined.

Trust is the natural consequence of promises fulfilled, expectations met, and values lived; stakeholders' expectations need to first be identified before they can be met.

## a responsible organization

"What should we do?" is a commonly asked but unhelpful question in a crisis. Thinking from one's own perspective can create false or unnecessary limitations.

Thinking from a **responsible** organization's perspective however, removes subjective limitations and enables thinking from a place of accountability and trustworthiness.

to do in this situation?