THE DECISION CONTRACT

The three to five decisions this offsite exists to make.

Agreed in writing by the CEO and the facilitator before the agenda exists. Each line names the decision, who owns it today, what it costs to leave it open another quarter, and what "decided" will look like when the room reads it back. Topics are not decisions: "Discuss pricing" is a topic; "Decide whether we raise list price in Q1, and by how much" is a decision.

COMPANY / TEAM	OFFSITE DATES	AGREED BY (CEO · FACILITATOR)

#	THE DECISION (A CHOICE, NOT A TOPIC)	WHO OWNS IT TODAY	WHAT IT COSTS TO LEAVE IT OPEN ANOTHER QUARTER	WHAT "DECIDED" WILL LOOK LIKE WHEN READ BACK
e.g.	*Raise list price in Q1, and by how much*	*CRO, with CFO*	*~$1.2M of margin, and a pricing conversation every board meeting*	*A number, an effective date, an owner for the customer message, and the first action dated*
1				
2				
3				
4				
5				

Before the room. Every seat is interviewed one on one against these lines: where do you actually stand, what does this team keep re-deciding, what is it avoiding.

In the room. Decision rights are named before each decision is made: who decides, who gets a say, who has to live with it. Disagreement comes first, while everyone is fresh.

The decision log. Every decision is captured as it happens: what was decided, what was deliberately deferred and until when, what was escalated, who owns it, the first action with a date. The log is read back against this contract before the room empties. If they do not match, the offsite is not done.

After. The log goes to every attendee within two business days, then thirty days of follow-through on each owner and date. The measure of an offsite is not the two days. It is the ninety after.