

# The 5C Decision Assessment™

Make Better Decisions Under Pressure

*“Most workplace challenges do not begin as crises.  
They begin as signals.”*

The framework does not tell you what to decide. It teaches you how to decide.

*For best results, open in Adobe Acrobat Reader (free download at [adobe.com](https://adobe.com))*

**Crystal Wigfall, MBA**

Founder, Judgment Discipline Ecosystem™

# Five Disciplines. One Operating System.

Each C represents a discipline of judgment. Read through all five before completing the assessment.

## 01

### Clarity

*What is actually happening?*

Not your assumption. Not a minimized version. The actual situation as it exists. Have you clearly identified what is happening — separate from assumption or emotion? Have you separated facts from narratives, bias, and minimization?

## 02

### Context

*When did the signals appear — and when did you act?*

The situation rarely arrives without warning. The question is whether you saw the signals early enough — and acted. Did you identify the signals before this situation became a problem?

## 03

### Consistency

*Would you make the same decision if the person were different?*

This is the bias test. Consistency is not rigidity — it is the standard that protects everyone. Would you make this same decision if a different person were involved?

## 04

### Consequence

*What is the real cost of action, inaction, or delay?*

Every decision has a cost. So does every delay. So does every incorrect call. Have you accounted for the organizational cost — morale, trust, legal exposure, and precedent?

## 05

### Compassion

*How do you make this decision with humanity intact?*

Not cruelty. Not avoidance. Discipline with dignity. Can you make this decision with both clarity and compassion — without sacrificing either?

## Read carefully, then score.

### THE SCENARIO

A high-performing manager has been with the organization for six years. Recently, multiple employees have reported concerns regarding communication style, favoritism, and inconsistent treatment. While no formal policy violations have been identified, turnover on the manager's team has increased and employee engagement scores have declined. Senior leadership is hesitant to intervene because of the manager's performance results and long tenure. You have been asked to recommend next steps.

*Keep this scenario in mind as you answer each question below. Check YES or NO for each question.*

01 OF 05 CLARITY

### Clarity

*What is actually happening?*

Have I clearly identified what is actually happening — separate from assumption or emotion?	<input type="checkbox"/> YES ✓	<input type="checkbox"/> NO X
Have I separated facts from narratives, bias, and minimization?	<input type="checkbox"/> YES ✓	<input type="checkbox"/> NO X
Am I seeing the full situation without downplaying what is in front of me?	<input type="checkbox"/> YES ✓	<input type="checkbox"/> NO X
Do I know the difference between what I actually know and what I believe to be true?	<input type="checkbox"/> YES ✓	<input type="checkbox"/> NO X
Would my read of this situation hold up if I removed the pressure, the relationship, and the history?	<input type="checkbox"/> YES ✓	<input type="checkbox"/> NO X

**Clarity Score:**  / 5 (updates automatically as you check YES)

## 02 OF 05 CONTEXT

## Context

*When did the signals appear — and when did you act on them?*

Did I identify the signals before this situation became a problem?	YES ✓	NO X
Did I act on those signals in a timely way — rather than delay or minimize them?	YES ✓	NO X
Am I acting because the situation genuinely requires it — not just because I can no longer avoid it?	YES ✓	NO X
Have I considered the full environment — history, timing, and organizational pressures?	YES ✓	NO X
Have I accounted for how context may be shaping my judgment?	YES ✓	NO X

**Context Score:**  / 5

## 03 OF 05 CONSISTENCY

## Consistency

*Would I make the same decision if the person or situation were different?*

Would I make this same decision if a different person were involved?	YES ✓	NO X
Have I handled similar situations the same way in the past?	YES ✓	NO X
Am I applying the same standard regardless of who is watching?	YES ✓	NO X
Is this decision one I am prepared to use as a precedent going forward?	YES ✓	NO X
Have I actively checked this decision for bias?	YES ✓	NO X

**Consistency Score:**  / 5

## 04 OF 05 CONSEQUENCE

## Consequence

*What is the real cost of action, inaction, delay, or a poor decision?*

Have I accounted for the organizational cost — morale, trust, legal exposure, and precedent?	YES ✓	NO X
Have I considered the human cost to the person this decision directly affects?	YES ✓	NO X
Have I honestly assessed what delay has already cost — and what continued delay will cost?	YES ✓	NO X
Am I clear that I have enough information to act — rather than using information-gathering as avoidance?	YES ✓	NO X
Have I evaluated the legal and organizational exposure if this decision turns out to be wrong?	YES ✓	NO X

Consequence Score:  / 5

## 05 OF 05 COMPASSION

## Compassion

*How do I make this decision with humanity intact?*

Can I make this decision with both clarity and compassion — without sacrificing either?	YES ✓	NO X
Will this decision preserve the dignity of everyone involved?	YES ✓	NO X
Am I making this decision from discipline and clarity — not from emotion, pressure, or avoidance?	YES ✓	NO X
Have I considered the full impact on the person beyond the immediate outcome?	YES ✓	NO X
Would I be comfortable explaining not just what I decided — but how and why I decided it?	YES ✓	NO X

Compassion Score:  / 5

## What your score means.

### TOTAL SCORE

Your score calculates automatically as you complete each section ab

/ 25

### 21 – 25 **Ready to Proceed**

Decision discipline is strong. Move forward with confidence.

### 16 – 20 **Proceed with Caution**

Gaps exist. Revisit lower-scoring areas before acting.

### 11 – 15 **Additional Evaluation Needed**

Pause and gather clarity before committing.

### 10 or Below **Pause and Reassess**

Significant gaps require attention. The risk is too high to proceed.

# What changes when judgment improves.

BEFORE	AFTER
<p>✗ Delayed decisions and reactive problem-solving</p>	<p>✓ Faster, more disciplined decision-making</p>
<p>✗ Inconsistent responses to similar situations</p>	<p>✓ Consistent standards applied regardless of who is involved</p>
<p>✗ Difficulty identifying risk and early warning signals</p>	<p>✓ Earlier identification of risk and warning signals</p>
<p>✗ Overreliance on escalation rather than ownership</p>	<p>✓ Greater ownership and reduced unnecessary escalation</p>
<p>✗ Assumptions treated as facts</p>	<p>✓ Facts separated from narratives and minimization</p>
<p>✗ Decisions made from pressure rather than clarity</p>	<p>✓ Decisions made from clarity, evidence, and discipline</p>

# Apply this to your own situation.

Think of a decision you are currently navigating. Type your responses directly in each field below.

## What decision are you currently facing?

*Be specific. Name the actual decision, not the symptoms around it.*

## Which of the 5 C's received your lowest score?

*This is your gap — where the decision is most at risk.*

## Where might assumptions be influencing your judgment?

*What are you treating as fact that might actually be assumption or minimization?*

## What action should occur next — and by when?

*A decision without a next step and a timeline is still a delay.*

### READY TO TALK IT THROUGH?

You've named your gap. The next step is a conversation — not another assessment.

**Book a Strategic Consultation → [calendly.com/connect-judgmentdiscipline/45min](https://calendly.com/connect-judgmentdiscipline/45min)**

# Four paths forward.

## AWARENESS

### **The Esther Protocol™**

For individuals navigating power, risk, and misalignment in their own careers. A decision operating system that teaches you how to anchor your identity, read the system you are in, and make the stay, pivot, or exit decision with clarity — not emotion.

**eBook** · Available September 2026

## ACTIVATION

### **Stay. Pivot. Exit.™ Executive Cohort**

For professionals ready to apply the framework to their specific situation. Six weeks. A personalized strategy plan tailored to your decision, your environment, and your next move.

**Six-Week Cohort** · Begins September 2026

## CAPABILITY

### **Decision Discipline Courses™**

For leaders and HR professionals who make decisions that affect others. Courses teaching decision discipline across the employee lifecycle — from hiring through exit — and across borders.

**In-Person Workshop** · Launching July 2026

## STABILITY

### **Organizational Installation™**

For organizations ready to embed decision discipline at scale. A 12-month engagement that builds the systems, standards, and leadership capacity that reduce legal exposure and create organizational stability.

**12-Month Engagement** · Now Booking

*“You already know the right call.  
Now build the discipline to hold it.”*

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**TAKE THE NEXT STEP**

Let's talk about where you are and where you're going.

**Book a Strategic Consultation**

[calendly.com/connect-judgmentdiscipline/45min](https://calendly.com/connect-judgmentdiscipline/45min)