

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.

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. Score one point for each YES.

01 OF 05 CLARITY

Clarity

What is actually happening?

Have I clearly identified what is actually happening — separate from assumption or emotion?

YES

NO

Have I separated facts from narratives, bias, and minimization?

YES

NO

Am I seeing the full situation without downplaying what is in front of me?

YES

NO

Do I know the difference between what I actually know and what I believe to be true?

YES

NO

Would my read of this situation hold up if I removed the pressure, the relationship, and the history?

YES

NO

Clarity Score: / 5

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

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

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

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
Will this decision preserve the dignity of everyone involved?	YES	NO
Am I making this decision from discipline and clarity — not from emotion, pressure, or avoidance?	YES	NO
Have I considered the full impact on the person beyond the immediate outcome?	YES	NO
Would I be comfortable explaining not just what I decided — but how and why I decided it?	YES	NO

Compassion Score: / 5

What your score means.

TOTAL SCORE

Add your five section scores together.

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

Apply this to your own situation.

Think of a decision you are currently navigating. Use these questions to identify where your judgment discipline may need strengthening.

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

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.”*

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