Examine the decision before you commit.



Listening at an AI leadership gathering, December 2024.

For founders and leadership groups considering a promise to a customer, a new offer or a difficult team decision. Test assumptions and consider the choices with someone who has faced them.

One conversation

Describe the situation and the decision. Agree what to share before the conversation.

A working session

Bring the people responsible for the decision together to examine choices and consequences.

Continued involvement

Discuss a defined advisory role, responsibilities and when to review its usefulness.

What are you trying to decide?

Share the situation and decision. Keep confidential details for an agreed conversation. Scope, availability and fees are discussed separately.

Updated 15 November 2026 · Original writing © Sanjog Aul

WHERE ANOTHER VIEW MAY HELP

Start with the situation.

A business or platform

Be clear about who needs it, what you want to do for them and what you still need to learn before building further.

A message or promise

Work through what you want a customer, team, board or partner to understand. Check whether the promise is clear and whether you can keep it.

A leadership decision

Talk through who will be affected, what you are asking of them and what may be difficult to say in the usual meeting.

An advisory board or council

Describe the decisions your board or council needs to make. Agree Sanjog's responsibilities and the terms of any role separately.

Assess the perspective.

Read his own accounts and listen to how he questions senior leaders. Start with "Stop wasting your time, Sanjog," a published CIO Talk Network discussion or The Tricycle Way.

When a broader team or program is needed.

CTN AON provides research, advice, content and executive programs for technology and services firms. Discuss the team, deliverables and Sanjog's involvement through CTN AON.

An initial inquiry does not establish an ongoing role. Responsibilities, terms and recording or use of material require agreement.

Updated 15 November 2026 · Original writing © Sanjog Aul