

MSME OWNER'S PLAYBOOK · BONUS 04

6 Ultimate Ds for Clearer Business Decision-Making

Cut noise, act faster, and stay accountable.

WORTH ₹499 — YOURS FREE

For every founder whose leadership meeting has "discussed" the same decision for the fourth month running.



THE PROBLEM

Same Meeting. Same Decision. Fourth Month Running.

Arjun's leadership team has been "discussing" whether to relocate the warehouse since February. Every meeting, someone raises a new angle. Everyone nods. Nobody decides. In April, they're still discussing it — with slightly higher rent quotes than in February.

You've sat in this exact meeting, maybe with a different topic. The new hire everyone "needs to think more about." The pricing change that's been "on the agenda" since last quarter. The vendor switch nobody wants to be responsible for if it goes wrong.

This isn't a lack of information. Arjun's team has more data on the warehouse decision now than they'll ever have. What they don't have is a rule for who decides, and by when — so the safest, slowest option always wins: talk some more.



WHY THIS HAPPENS — AND WHO'S REALLY RESPONSIBLE

Consensus Feels Safe. It's Actually Just Slow.

Here's the uncomfortable truth: this delay isn't the team's fault. It's the founder's, almost every time — because you're the one who keeps asking for more discussion instead of naming a decider and a deadline.

Not because you're indecisive. Because consensus feels like the responsible thing to chase, and being the person who says "we decide this Friday, no more discussion" feels risky.

Three reasons decisions stall in businesses like yours:

Every meeting reopens the debate instead of building on the last one — so nothing ever moves forward, it just gets re-litigated.

No one person is actually accountable. When everyone's responsible, no one is.

The founder wants to be right, not just fast — so "let's gather a bit more data" always feels like the safer sentence to say out loud.



ROOT CAUSE ANALYSIS

Let's Actually Get to the Root of It

Run the "5 Whys" on Arjun's warehouse decision — the same drill-down you should run on your own stuck decision right now:

THE SYMPTOM	<i>"We've been discussing the same decision for months."</i>
	! Why?
WHY #1	Every meeting reopens the debate instead of building on the last one.
	! Why?
WHY #2	No single person is actually accountable for making the final call.
	! Why?
WHY #3	The founder keeps asking for consensus instead of naming a decider.
	! Why?
THE ROOT	There's no rule for which decisions need consensus and which just need one accountable owner — so everything defaults to the slowest, safest path: talk more.

Run this on your own most-delayed decision. The root is rarely "we need more data." It's almost always a missing owner and a missing deadline.



LIKELY SOLUTIONS — AND WHAT EACH ONE ACTUALLY GETS YOU

Four Ways Owners Try to Fix This

A

Hire a COO to "Own Decisions"

What you get: Someone else formally accountable for follow-through.

What it costs you: A senior salary, and no real fix if you still quietly second-guess or override every call they make.

B

Make Every Big Decision by Full Team Vote

What you get: Everyone feels heard, buy-in on paper.

What it costs you: Painfully slow decisions, and accountability so diffused nobody truly owns the outcome.

C

Founder Decides Everything, Alone

What you get: Speed — nothing waits on a meeting.

What it costs you: A business that can't scale past your calendar, and a team that stops thinking for themselves.

D

Install the 6 Ds Decision Framework

What you get: Faster, still-informed decisions with one accountable name attached to each.

What it costs you: Discipline — you have to actually name a decider and a deadline, every time, even when it's uncomfortable.

THE RIGHT DEFAULT FOR A STUCK LEADERSHIP TEAM



THE RECOMMENDED PATH — STEP BY STEP

Unstick Your Most Delayed Decision This Week

01 Pick your most-delayed decision right now

The one that's been "on the agenda" the longest. Start there — it's costing you more than you think.

02 Write the one-sentence version of what's being decided

If it takes more than a sentence, it's actually two decisions tangled together. Untangle them first.

03 Assign a decider and a deadline, out loud, today

Say it in the room, in writing. "Priya decides by Friday" ends the ambiguity instantly.

04 Get dissent in a 10-minute round before finalizing

Ask everyone for their honest objection before the call is made — not after, when it's just complaining.

05 Announce and document the decision within 24 hours

Speed of communication matters as much as speed of the decision itself.



HOW TO AVOID THIS GOING FORWARD

Make It a Habit, Not a Hope

A decision culture needs upkeep, or it slides back into endless discussion. Build these rules into every leadership meeting from now on.

- **Never leave a meeting with a decision "still open"** without a next deadline attached to it, out loud.
- **Keep a one-page decision log.** One line per decision, reviewed monthly — what was decided, by whom, and what happened.
- **Rotate who's "decider" by decision type** — not always the founder. Ownership builds judgment; judgment builds a team you can trust.
- **Kill decisions that get relitigated three times.** Force a final call and move on — revisiting endlessly is its own kind of cost.

A business that decides fast isn't reckless. It's just decided that talking isn't the same as progress.



THE SIMPLEWORKS FRAMEWORK

The 6 Ds

Run every stuck decision through these six, in order.

- D Define**
What exactly are we deciding? One sentence, no ambiguity.
- D Deadline**
By when must this be decided? Pick a date, not "soon."
- D Decider**
Who is the one accountable name? Not a committee — a person.
- D Data**
What's the minimum information actually needed? Not everything — just enough.
- D Dissent**
Surface disagreement before deciding, not after it's already been made.
- D Document**
Write the decision and the reasoning down, so it never gets relitigated from scratch.

Six Ds, every time a decision stalls. It won't make every call perfect. It will make sure your business stops paying rent on indecision.



ABOUT SIMPLEWORKS

One Consultant. Four Connected Disciplines.

Simpleworks Consulting is a boutique advisory practice built for Indian MSME owners — founded by **Prem Menon**, drawing on 39 years across Consumer Durables, Tyres, Telecom, and IT/SaaS. The philosophy is simple: strip away complexity, and give founders tools sophisticated enough to work — and simple enough to run without a large team.

Every Simpleworks engagement draws on four connected practice areas, because strategy, go-to-market, execution, and measurement are rarely separate problems in a real business.

01 Business Strategy

The smallest set of choices that makes every later decision easier — where to play, and how to win.

02 Go-to-Market

Turning the strategic choice into revenue — the right segment, message, channel, and price, working as one coherent system.

03 Execution Enablement

The operating rhythm — meetings, decisions, ownership — that converts intent into outcome.

04 OKRs

The feedback loop that tells you honestly whether the strategy is working, and holds the system accountable.

Four lenses on the same question: how does your business get from where it is, to where you've decided it should be?



LET'S TALK

You've Seen the Problem. Let's Get Your Team Deciding Again.

If this booklet described your last leadership meeting, that's usually the first sign it's worth a real conversation — not another agenda item.

Reach out. No pitch, no jargon — just a straight conversation about your team, your growth, or whatever's keeping you up tonight.

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