

# Decision Legitimacy Tension Check

*Identifying where decision speed, authority, and accountability may be misaligned*

As decisions accelerate and systems inform judgment, organizations face a growing risk: decisions that feel correct but cannot be defended.

This tension check helps surface where legitimacy may be eroding, quietly and unintentionally.

## 1. Authority vs. Explanation

- Can decision-makers explain how conclusions were reached?
- Is confidence substituting for clarity?
- Are explanations accessible to those affected by decisions?

## 2. Speed vs. Deliberation

- Are decisions being made faster than they can be examined?
- Is urgency suppressing dissent or inquiry?
- Are second- and third-order consequences considered?

## 3. System Influence

- Are systems informing decisions, or implicitly deciding?
- Do leaders feel comfortable challenging system outputs?
- Is disagreement treated as friction or risk mitigation?

## 4. Accountability Retention

- When decisions are questioned, is responsibility clear?
- Are outcomes owned by humans, or attributed to systems, data, or models?



## Closing Reflection

Legitimacy is not about being right, it is about being able to explain, defend, and evolve decisions over time.

*Prairie Business Evolutions helps organizations design decision structures that preserve legitimacy even as systems accelerate insight.*

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## Intent & Use Notice

This document supports reflection and awareness. It does not adjudicate decisions or define correctness. Organizations retain full responsibility for governance and accountability.