

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.

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.