A critical part of your job is to ensure balance from many perspectives. Making decisions is included. Use four sheets of paper and list your four constituencies—employees, customers, suppliers, and the organization—one per page across the top. On each page list what is important to each of the groups when you make decisions. For example, your employees want to be sure that they can provide input on some of the decisions. The organization wants to ensure that you are keeping key strategies in mind. List as many items as you can think of for each.

Next compare the four pages. Where do potential conflicts exist? That is, where are places where one of the groups could be inadvertently “hurt” by a decision that was in the best interest of another group? For example, increasing the quality of a particular item or service might be positive for customers because they get higher quality, better for employees because there may be fewer defects or a more positive relationship with customers. But it may be more difficult for suppliers to provide materials at a reasonable price, so there may be a cost consequence.

Create a list of guidelines to ensure that you consider the impact of your decisions. What questions will you ask? What data do you need? Who needs to be involved? Keep these notes with you in your tablet and add comments as you think of things.