

FOR EXECUTIVE TEAMS

Leaders who make the hard call, and carry it.

Hard calls are made in seconds and lived with for years. Lived Path trains your leaders on real decisions, on the ground where they were made, and stays with them at work for a year. Then their team tells you what changed.

- Real decisions with the ending sealed.
- Field days on historic ground.
- A year of follow-through at work.

WHERE PROGRAMS STOP SHORT

You know how it went.

01
People came back energized, and the scores were good.

02
Six weeks later nothing had changed, and nobody said so.

03
The only measurement anybody took was a satisfaction score, collected while people were still in the room feeling good.

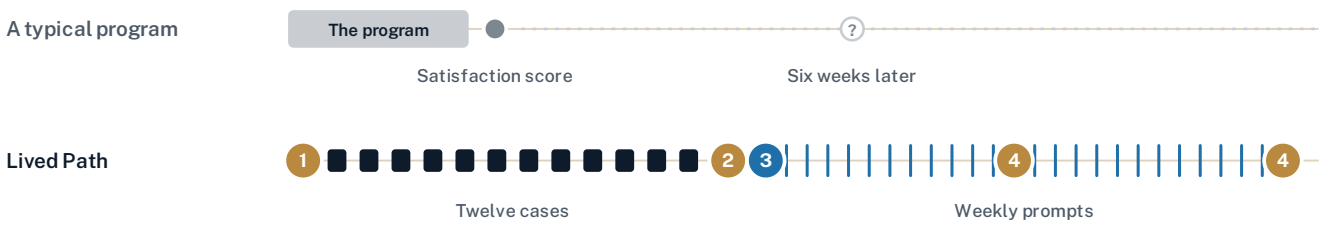
> *If you don't want the part after, there are cheaper ways to get the result you got last time.*

EVIDENCE

We ask the people around them what changed.

A satisfaction score tells you the room was warm. We go to the leader's manager and team at the start and again at the end. Then we keep asking for six months.

FIGURE 1 **Where each measurement sits**



1 BEFORE THE FIRST CASE
Leader and manager rate four behaviors.

2 AFTER THE TWELFTH CASE
The same two people rate them again.

3 FOR SIX MONTHS AFTER
Two minutes, once a week.

4 THREE AND SIX MONTHS ON
The four behaviors, checked again.

Schematic. Not to scale.

WHAT CHANGES

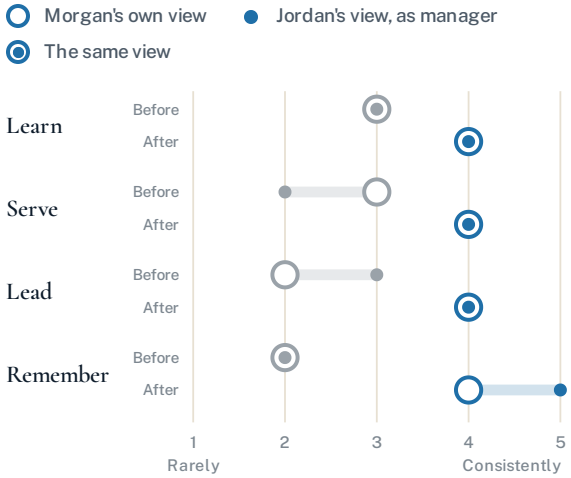
Leaders who decide well, and teams who notice.

Leaders who decide on time
Twelve real decisions, each committed before the outcome opens, then carried into work your organization named.

Teams who say what changed
The people they work with are asked, at the start and at the end, what helped them and what got in their way.

A record you can show
Four observable behaviors, rated by the leader and their manager before the first case, after the twelfth, and three and six months later.

FIGURE 2 **One leader, two views**



Example data from the demonstration cohort on the platform. Morgan Hale, Jordan Park and Harbor Light Logistics are not real.

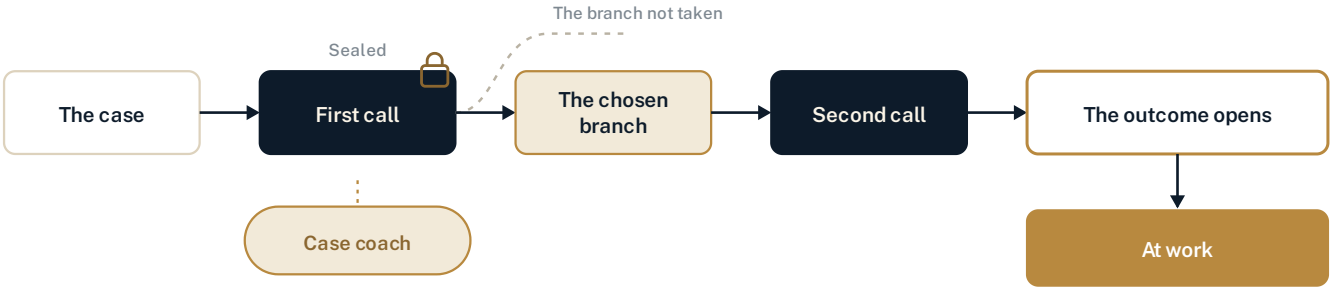
HOW IT WORKS

You will never lead with hindsight. So we take it away.

Every case makes them decide twice.

Twelve decisions, each from a real moment when someone had to choose under uncertainty, with a deadline and no good options: a flight controller reading an instrument, a physician who refuses to sign off, a senator who stands up in a room that has already agreed.

FIGURE 3 One case, two decisions



The first call is the plan. The second is what the plan caused, on the branch they chose. The outcome stays sealed in the software until they commit.

A case coach that argues the other side.

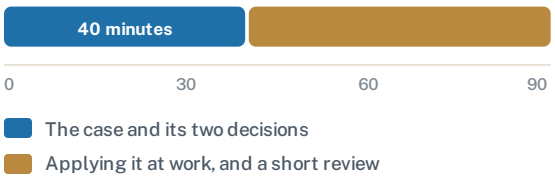
The case coach works the case with them before they commit. It asks what they have assumed and what they have not yet seen. Then it makes the best case for the option they are leaning against, whichever one that is. The higher a leader rises, the less dissent reaches them, and the case coach is where they practice hearing it.

WEEK 4 · BEFORE THE COMMIT

Just tell me which one they picked.

That stays closed until you commit. There is no answer key. Tell me which option you lean toward and I will argue the other side.

FIGURE 4 Where the 90 minutes go



About 90 minutes a week. About 40 minutes go to the case and its two decisions. The rest goes to applying it to work they already have and writing a short review. There are four live sessions, one at the close of each stretch.

What they write in private stays private.

Lived Path cannot read what stays with the leader either.

THEIR MANAGER SEES

- The applications
- The check-ins
- Completion

STAYS WITH THE LEADER

- Their reflections
- Advisor, their private planning dashboard
- Every word to the case coach
- What their team wrote back

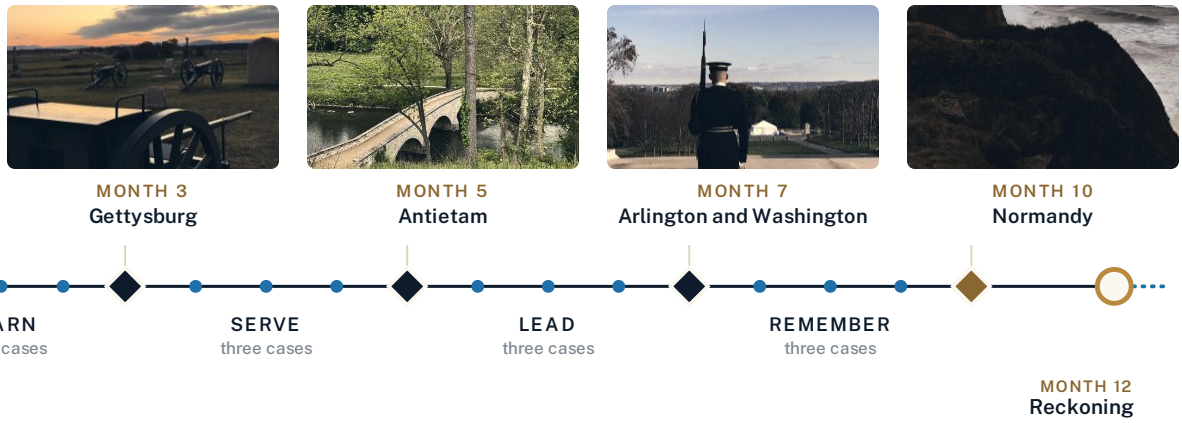
THE YEAR

The year begins on the ground.

Four field days: Gettysburg, Antietam, Arlington and Washington, and Normandy. Two leadership retreats bracket the year. Twelve cases run in the stretches between the grounds, three before each field day.

Gettysburg is about time: what an hour of hesitation costs, and how quickly that becomes something nobody can undo. Antietam is the harder one, because you decide there on half a picture, which is how it usually goes at work.

FIGURE 5 **The year, on one line**



Months are illustrative. Your calendar is set with you.

At the Commission Leadership Retreat, two and a half days, the cohort forms and every leader writes down the one thing they mean to get done this year.

At the Reckoning Leadership Retreat, each leader stands up and says what actually changed in their work.

HOW IT STARTS

Three steps to the first retreat.

1 **A conversation**
With John, about what your leaders have to get done this year.

2 **A scoped proposal**
Cohort size, the calendar, the grounds, the case library and the security pack.

3 **A date**
The Commission Leadership Retreat goes on the calendar.

A FIELD DAY

One day for your executive team, at Gettysburg or Antietam, built around one decision you face this year. If you go on to the year within 90 days, the field day counts toward it.

A PILOT WITH ONE TEAM

One team, one cohort, twelve weeks. You see the case library, the evidence instruments and the security pack before you commit.

THE YEAR

Two leadership retreats, four field days and twelve cases, built for one company and one team.

One conversation with John, then a scoped pilot with a single team.

Most begin with a pilot. Every engagement is scoped with you.

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