KILN GLOBAL
EXECUTIVE JUDGMENT UNDER PRESSURE

Tactical Navigation Plan™

UNDERSTAND REALITIES. EXERCISE INFLUENCE. SHAPE WHAT COMES NEXT.

Choose one consequential decision, opportunity, or challenge. Your completed responses become your Executive Navigation Plan. Use this tool on your own or with a coach.

Name: _____ Date: _____

1

REALITY

WHAT'S REALLY HAPPENING?

Read the organization as it operates. Look at what leaders fund, reward, protect, and refuse. Compare those decisions with what the organization says it values.

The decision or situation I need to navigate

What do I know, and what evidence supports it?

What am I assuming, and how will I test it?

Enterprise priorities: What must the business accomplish or preserve?
Economic expectations: Who carries the cost, who benefits, and when are results expected?
Political relationships: Whose authority, reputation, or commitments could this affect?

Which realities should change my approach, and how?

CHECK YOUR READING

If unequal treatment may be involved, record the behavior, the standard applied, and the consequences. Seek a credible perspective before deciding how to respond.

© 2026 Kiln Global

KILN GLOBAL
EXECUTIVE JUDGMENT UNDER PRESSURE

Tactical Navigation Plan™

UNDERSTAND REALITIES. EXERCISE INFLUENCE. SHAPE WHAT COMES NEXT.

Identify who shapes the decision. Then define the result you want, the business value it creates, and the conditions you need to deliver it.

2

POWER

WHERE DOES POWER RESIDE?

Identify who can approve the outcome, whose judgment they trust, and who must carry out the decision. Include people outside your reporting line. Check motives before treating them as facts.

Person and role	Authority or influence	Priority or concern to verify
Decision maker		
Trusted influencer		
Person affected or needed		

Who can challenge my reading, and what will I ask them?

3

OUTCOME

WHAT AM I TRYING TO ACCOMPLISH?

Check your goal against your Leadership Platform: your chosen direction, the responsibilities you carry, and the standards you won't compromise.

My desired outcome and the business value it creates

What concrete evidence will show progress, and by when?

The conditions I need and standards I won't compromise

© 2026 Kiln Global

KILN GLOBAL
EXECUTIVE JUDGMENT UNDER PRESSURE

Tactical Navigation Plan™

UNDERSTAND REALITIES. EXERCISE INFLUENCE. SHAPE WHAT COMES NEXT.

Build an approach that fits the culture and the evidence. Commit to one action within the next seven days, then set a date to review the response.

4

INFLUENCE

HOW CAN I EXERCISE INFLUENCE?

People commit for their reasons, not ours. Learn what the people involved need before making your case. A valid objection may reveal a weakness you need to address.

Whose perspective must I understand, and what will I ask?

What commitment will I request, and what evidence supports it?

Who needs to be involved first, and how should culture shape the sequence?

Consider early consultation, a smaller test, a credible advocate, or a direct request for authority. If conditions are unfair or unworkable, identify what you'll challenge and through which channel.

5

ACTION

WHAT'S MY NEXT MOVE?

Weigh the cost of acting against doing nothing. If you wait, name what you're waiting for and set a date to reassess.

My next action and the person I need to involve

I will act by: _____ Within the next seven days.

The risk I'm accepting and how I'll manage it

Review date: _____

What response will justify continuing or trigger a change?

At review, look for commitments, decisions, resources, or changed conditions. Then continue, revise your approach, challenge conditions, or pursue another path.

© 2026 Kiln Global