IHSAN

ADVISORY

On Consequential Decisions

A Note to Principals

Independent examination of consequential decisions before capital, reputation or institutional direction is committed.

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PRIVATE DRAFT FOR REVIEW

Before commitment

The decision is yours. The examination makes its structure clear.

THE PREMISE

Some decisions cannot be undone. Others can be undone only at considerable cost. Capital, reputation, relationships and institutional direction may depend on them. Before commitment, there is an opportunity to examine the decision itself: what is being decided, how it has been framed and what the reasoning requires to be true.

A decision can arrive with extensive analysis, experienced advisors and a clear recommendation. The examination takes that work seriously while asking a distinct question: what carries the decision? The object is the judgment before commitment, rather than the strategy or implementation that may follow.

WHO IT SERVES

IHSAN is for principals, family offices, institutions and governments facing consequential decisions, worldwide. The relevant threshold is the consequence of error. IHSAN accepts only decisions where that cost is substantial.

THE DECISION EXAMINATION

The principal engagement is commissioned before a consequential decision becomes strategy, transaction, allocation, policy or irreversible commitment. Its purpose is not to make the decision for the principal. Its purpose is to make the decision more examinable.

WHAT IS EXAMINED

The question. What decision is actually being made, by whom and within what authority? An allocation, an acquisition and a change in institutional direction may be discussed together while requiring different judgments.

The framing. How has the situation come to be understood in its present form? The examination considers the comparison set, the available alternatives and the boundaries placed around the question, including which choices remain open.

The assumptions. What must be true for the reasoning to hold? Evidence, estimates and expectations have different standing. The examination distinguishes them and considers which assumptions carry the greatest weight.

The incentives. Whose interests shape the information, advice and choices presented? Economic interests, institutional responsibilities and relationships form part of the decision environment. They are examined as context for judgment.

The absent questions. What else deserves consideration before commitment? The examination considers what the present framing leaves unasked.

When examination earns its place

Commission the work while its findings can still inform the commitment.

WHEN TO COMMISSION AN EXAMINATION

An examination is appropriate when the consequences of being wrong materially exceed the cost of examining the decision again. The point is not to add another round of approval. It is to create a deliberate opportunity to consider the reasoning before action closes off alternatives.

When substantial capital or institutional direction is at stake. An allocation may carry consequences beyond its immediate return. It can shape future choices, relationships and the institution's room to act. The examination considers the commitment in that wider setting.

When reversal would be difficult or costly. The relevant question is what can still be changed before commitment and what would be required to change it afterward. Financial cost is one consideration; reputation, relationships and institutional direction may also be involved.

When consensus forms quickly or advice carries an economic interest. Agreement and experience remain valuable. The examination considers what supports the agreement, how the alternatives were compared and how the interests around the decision bear on the advice.

When discussion has been extensive and a question remains open. More discussion is not always the same as further examination. A useful starting point is to name precisely what remains unresolved and establish whether it concerns evidence, assumptions, authority, timing or the decision itself.

THE WORK AND ITS RECORD

IHSAN examines the relevant materials, reasoning and context, with participation and information access agreed for the matter. The written memorandum is followed by a private review conversation. It provides a basis for the principal to reconsider the decision on its merits; the principal retains the judgment and the authority to act.

THE BOUNDARY

Examination is the entire engagement. IHSAN does not formulate the strategy that follows, implement it, participate in resulting procurement or accept compensation tied to what you decide or how it is carried out. IHSAN examines the decision. It does not run it.

Principals work directly with Ihsan Beezer. Any further work is another examination, separately agreed. There is no automatic next stage and no obligation to commission one.

TO BEGIN

A short description of the decision is enough for a first conversation. It can identify the commitment being considered, who holds the decision and the intended timing. Nothing confidential belongs in a first message. Fit, scope and fee are agreed privately before an engagement begins.

Request a private conversation
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