CALCULATED RISK LEADERSHIP

THE ARCHITECTURE OF HIGH-CONSEQUENCE DECISION-MAKING

MATTHEW ALARIF

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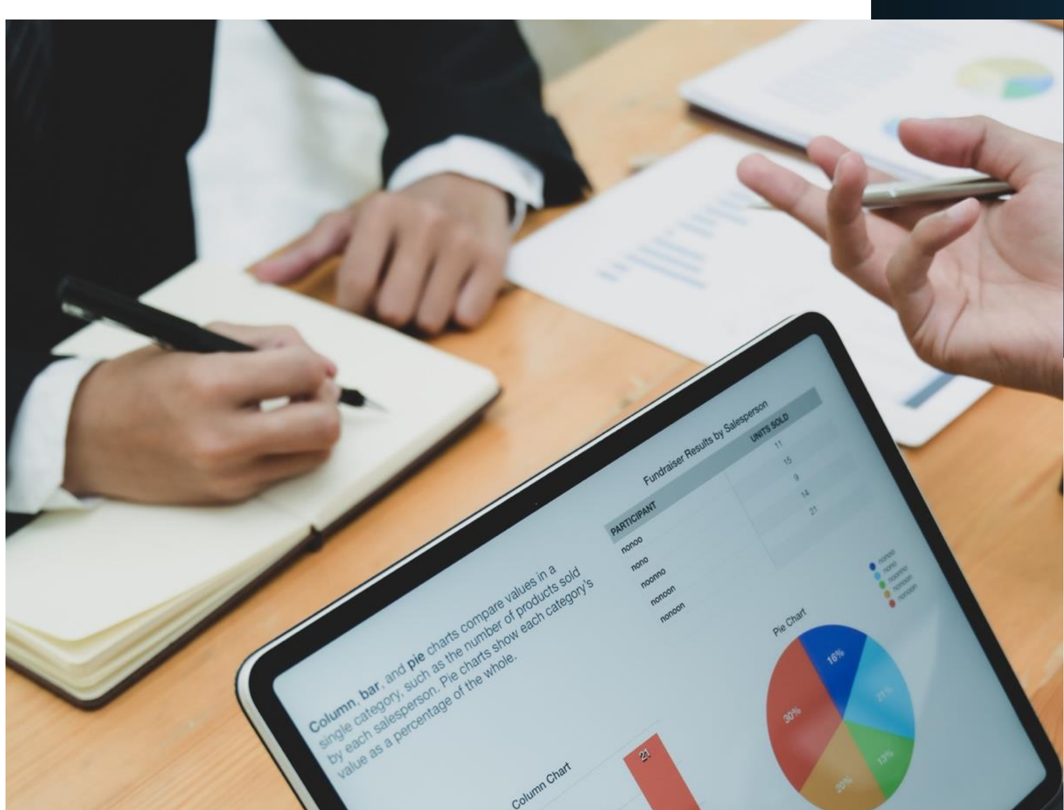
The Open Door

The Horizon

The "Go/No-Go" Decision: The visceral reality of zero margin for error. The curved line dividing the world—falling at 120 mph, covering 176 feet per second.

The 3P Model



01 Perceive: Maintain constant situational awareness of your environment and threats.

02 Process: Analyze incoming data systematically to combat expectation and confirmation bias.

03 Perform: Execute decisive action based on your continuous risk assessment.

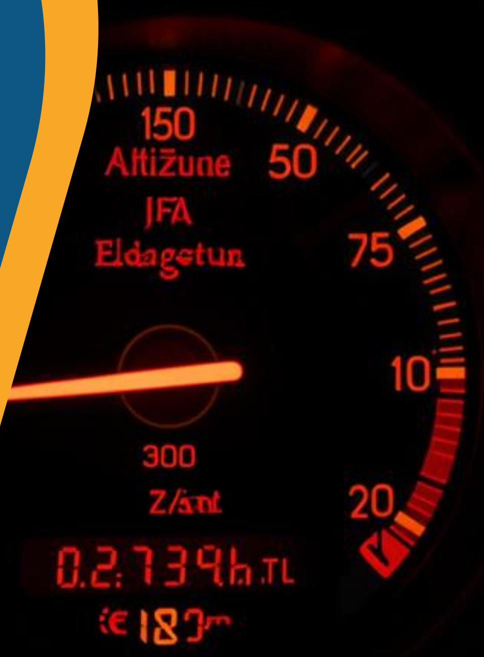
The Calculus

QUANTIFYING RISK

Using a risk matrix to systematically quantify and compare risk levels transforms intuition into actionable intelligence.

Decision Altitude

Define Your Limit



What is your organization's Decision Altitude? The non-negotiable altitude where operations must halt to prevent catastrophic failure.

The 4 Ps

P P P P

PLAN

Equipment and tools verified, maintained, and ready for deployment.

PLANE

Mission objectives clear, contingencies mapped, and communicated.

PILOT

Team members assessed for cognitive and physical readiness.

PASSENGERS

Stakeholders briefed, roles defined, and expectations aligned.

Programming: Systems tested, automation verified, protocols confirmed

The 4 Fs

FATIGUE

Mental exhaustion impairs judgment and slows reaction time.

FAMILIARITY

Mission objectives clear, contingencies mapped, and communicated.

FRUSTRATION

Emotional pressure leads to shortcuts and poor risk assessment.

FLATTERY

Praise can inflate confidence and encourage reckless decisions.

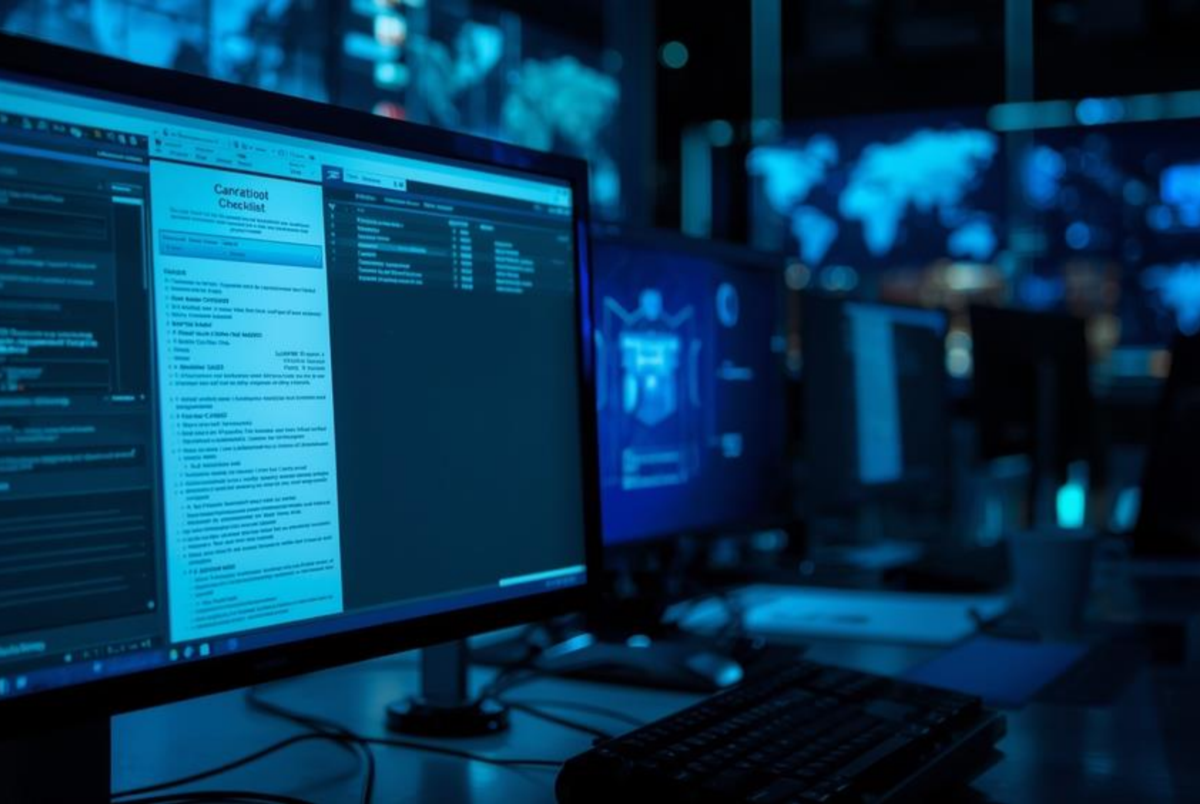
Case Study

The B-17 Story

"Too much airplane for one man to fly."

Checklist Taxonomy

Checklists serve as cognitive scaffolds ensuring consistency in high-stress environments.



DO-CONFIRM

Execute task from memory, then verify against list. Best for routine hygiene and familiar procedures.

READ-DO

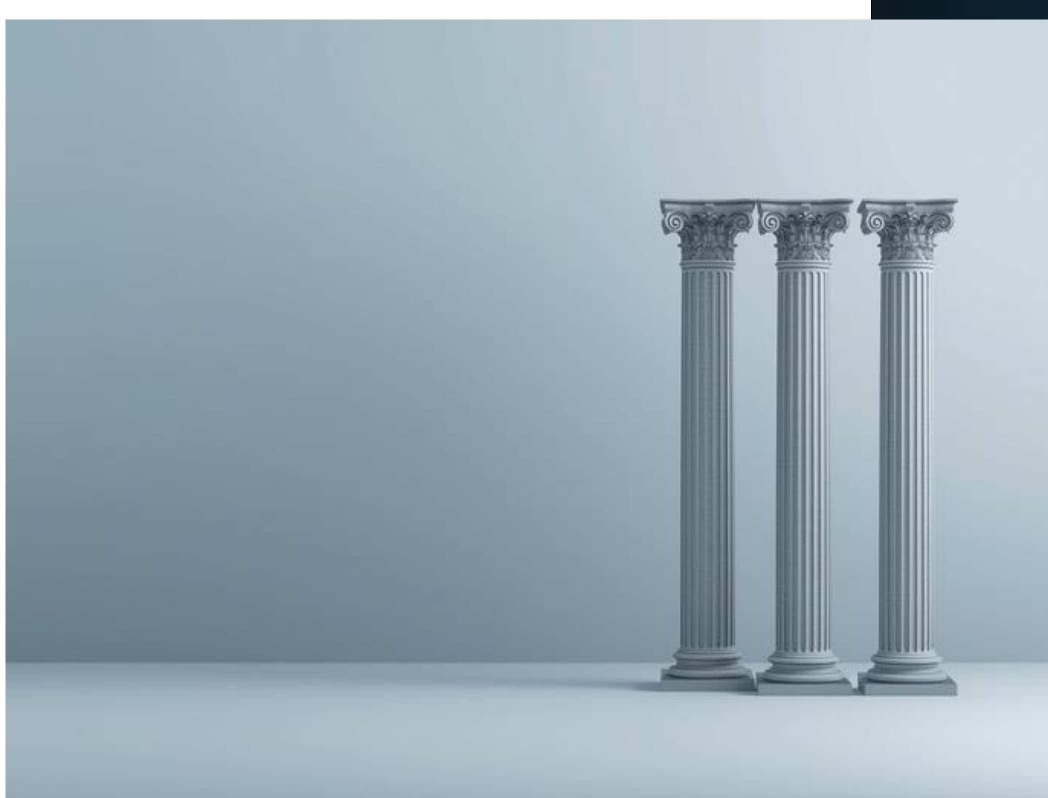
Read each step aloud, then execute immediately. Critical for incident response and unfamiliar scenarios.

Normalizing Excellence

01 **Proficiency**: Master your craft through deliberate practice and continuous learning.

02 **Accountability**: Treat feedback as professional care, not personal criticism.

03 **Facing the Facts**: SOPs are written from prior failures—honor them.



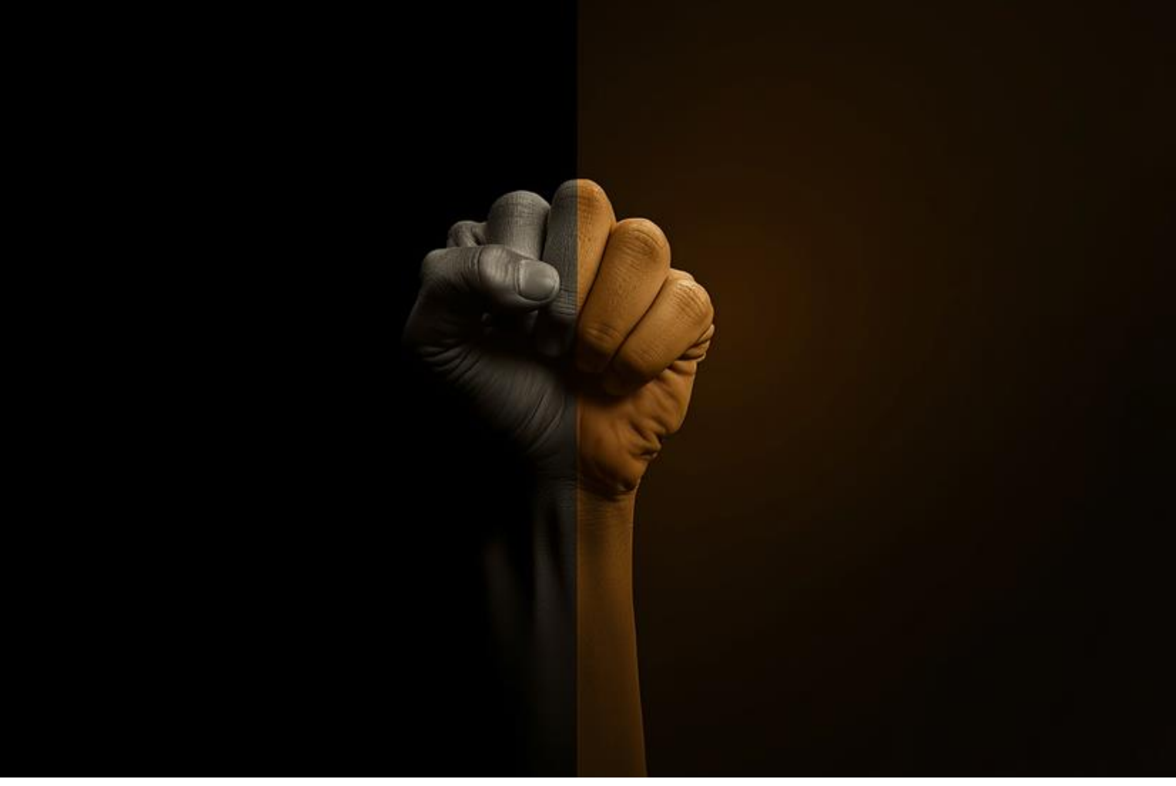
Resilience is
The Courage to
Abandon a
Compromised
System

Swiss Cheese Model

James Reason's model reveals how failures penetrate organizational defenses. Each layer has holes...when they align, incidents occur.

Just Culture

Balancing accountability with systemic understanding. Inadvertent human error freely admitted without sanction.



WHO CAUSED IT?

Individual blame focuses on the person. Closed fist mentality. Punitive response.

WHY DID IT FAIL?

Systemic inquiry examines the process. Open hands approach. Learning response.

The 4-R Debrief

1. Replay

Reconstruct the sequence of events exactly as they occurred without judgment or interpretation.

2. Reconstruct

Identify the decision points, environmental factors, and system interactions that led to the near miss.

3. Reflect

Analyze what worked, what failed, and why, examining both individual actions and systemic factors.

4. Redirect

Implement specific changes to protocols, training, or systems to prevent recurrence.

The Rope Team

TRUST IS A PHYSICAL WEIGHT

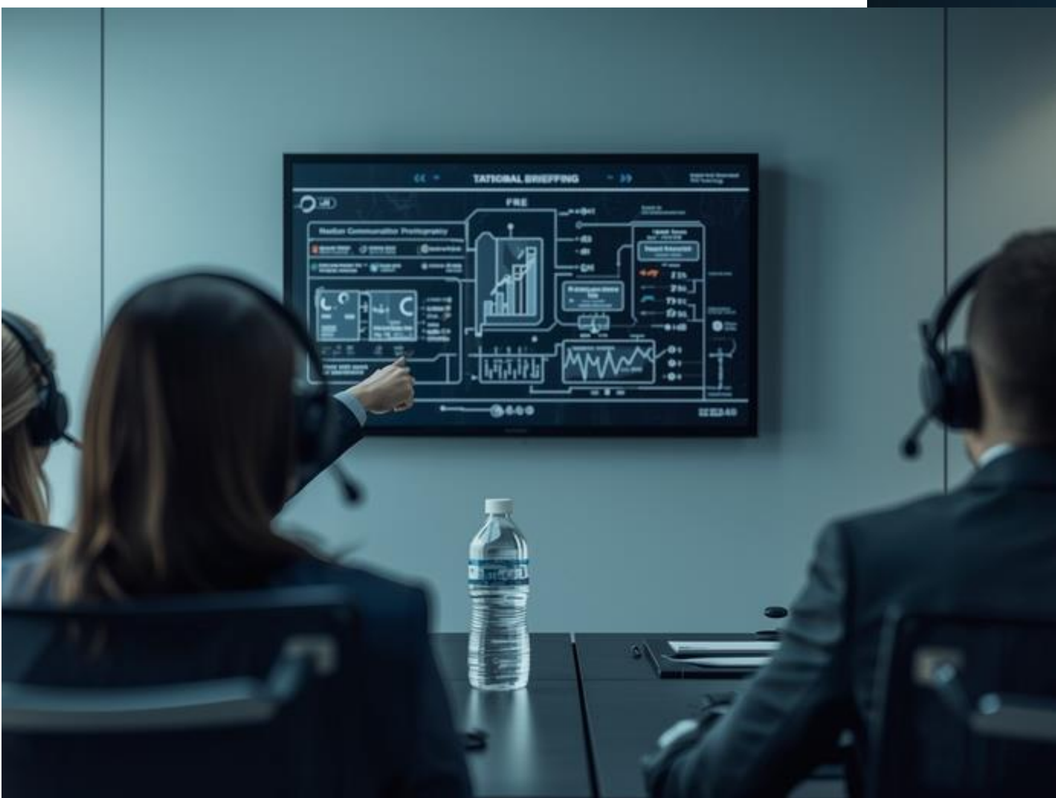
Ultimate interdependence — if one falls, others perform fall arrest. In the SOC, the rope is your integrated security stack and shared protocols with key stakeholders and partners.

CAP Communication

C Agree on commands before action. Establish shared vocabulary and mutual understanding of signals.

A Phrases imply specific actions. Every communication triggers a defined response or behavior.

P Keep it simple, use names. Eliminate ambiguity through direct, precise language.



Hold the Rope

Audit Your Ego

The threat no one is tracking. Ego leads to deviation. Discipline leads to survival.

Discipline = Freedom

CONTROL & SURVIVAL

Discipline is the presence of control. When sudden threats emerge, disciplined frameworks enable survival. Freedom derives not from chaos, but from mastery.

Call to Action

- DEFINE HARD DECKS
- Forge Rope Teams
- Normalize Excellence

matthew.alarif@teneo.com