FRAMEWORK 5

10-10-10 Analysis

PURPOSE: *Test a decision against three time horizons so a choice that feels good in the moment does not hurt you in ten months or define you in ten years.*

Decision: *One sentence*	**Decision-maker:** *Enter name*	**Date:** *MM/DD/YYYY*

HOW TO USE THIS FRAMEWORK

Consider the consequences of your decision across three timeframes: how will I feel about it in 10 minutes, in 10 months, and in 10 years? Answer each honestly before you decide.

Use it when short-term and long-term interests conflict, when emotions are running high, when you are unsure about trade-offs, or when building culture and shipping product pull in different directions. It helps you avoid decisions that feel good short-term but hurt long-term.

THE THREE HORIZONS

In 10 minutes, how will I feel about this decision? What happens immediately?

In 10 months, how will I feel about it? What will have changed for the team, the work, and the relationships?

In 10 years, how will I feel about it? What will this decision say about who I was as a manager?

THE DECISION

What I will do	*Decision in one sentence*
Why	*Which horizon tipped it, and what I am accepting in the short term*

VARIATION FOR EMOTIONALLY CHARGED SITUATIONS: 10 SECONDS, 10 MINUTES, 10 MONTHS

10 seconds: gut reaction	*Often emotional. Write it down, then pause.*
10 minutes: rational assessment	*What does the situation actually call for?*
10 months: long-term consequences	*What will matter then?*

EXAMPLES

Should I give harsh feedback publicly? 10 minutes: feels satisfying, problem addressed immediately. 10 months: team member is demoralized, trust damaged, others afraid to speak up. 10 years: remembered as the manager who humiliated people. Decision: No. Give feedback privately.

Should we take on this urgent but misaligned project? 10 minutes: stakeholder is happy, crisis averted. 10 months: strategic work is delayed, team is burned out. 10 years: known as the team that does everyone's urgent work, not strategic work. Decision: Negotiate scope or timeline. Don't just accept it.

Should I invest time mentoring this struggling team member? 10 minutes: annoying, I have too much to do. 10 months: they're performing better, less time firefighting their issues. 10 years: remembered as the manager who invested in people, built loyalty and skills. Decision: Yes. Make time for it.

> **Pro Tip:** The 10-minute answer is almost always the loudest. Write it down so it stops shouting, then give the 10-month and 10-year answers an equal vote.