

EXECUTIVE REPORT

The Enterprise Decision Clarity Report

A leadership diagnostic for finding where strategy loses force as it moves through roles, evidence, handoffs, and operating cadence.

DESIGNED FOR

Executive teams, transformation sponsors, chiefs of staff, and operating leaders

OPERATING SIGNAL

Meetings are active and programs are moving, yet the same questions keep returning without a durable owner.

CORE PROPOSITION

Organizations rarely suffer from a complete absence of decisions. They suffer when intent, authority, evidence, and follow-through separate as a decision travels through the enterprise.

Clarity is an operating condition

Decision clarity is visible when people understand the purpose of a choice, know who has authority, can see the evidence, and can tell what will happen next. It is not the same as consensus. A clear decision may still involve disagreement, but the disagreement has a place and the organization knows how it will be resolved.

This report is a working diagnostic, not an industry benchmark. Use it to structure a candid leadership discussion and to identify where closer observation is needed. Avoid turning it into a score that creates more confidence than the evidence deserves.

Purpose

A decision weakens when different parts of the organization are solving for different outcomes. Purpose should state which business condition is meant to change, whose experience matters, which constraints are real, and what the organization will not trade away.

- Can leaders state the operating problem without naming a preferred solution?
- Are the intended business effect and the protected constraints explicit?
- Would people closest to the work recognize this description of the condition?

Authority

A role title does not automatically create decision authority. Clarify who recommends, who decides, who must be consulted, who executes, and who can stop the work. The design should give authority to the place with the best combination of context, accountability, and ability to act.

- Is there one visible decision owner?
- Can that owner make the decision with the evidence and capacity available?
- Are escalation paths used for genuine exceptions rather than ordinary discomfort?

Evidence

Strong evidence does not mean more dashboards. It means the claims shaping the decision can be traced to a reliable source, understood in context, and challenged. Combine business measures with direct observation of the work. Each reveals failures the other can miss.

- ↗ Which facts would change the decision if they moved?
- ↗ Are measures close enough to the work to reveal cause and consequence?
- ↗ Where are assumptions being presented as settled facts?

Handoffs

Many decisions fail after the meeting. The intent crosses into planning, funding, architecture, delivery, operations, control, or local execution and becomes distorted. Define what the next owner receives, which choices remain open, and what evidence must return.

- ↗ What is lost when the decision moves between teams?
- ↗ Does the receiving team understand the intent and the permitted adaptation?
- ↗ Which unresolved dependency is being carried silently?

Feedback

A decision is incomplete until the organization knows how it will learn. Feedback should return at a cadence appropriate to the consequence and reversibility of the choice. The review needs a real decision attached: continue, adapt, expand, narrow, or stop.

- ↗ When will the decision be revisited, and on what evidence?
- ↗ Who has authority to change course?
- ↗ Does the operating cadence make learning visible or merely report activity?

A decision record for the operating room

Keep the record brief enough to use. Its purpose is to preserve intent and improve the next decision, not to create an archive no one reads.

DECISION RECORD

CONDITION	The business reality that requires a decision now.
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DECISION	The choice made and the meaningful alternatives not chosen.
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OWNER	The accountable role and the roles responsible for execution.
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EVIDENCE	The facts, observations, assumptions, and uncertainties that shaped the choice.
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BOUNDARY	Constraints, non-negotiables, and authority to adapt or stop.
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RETURN	The review signal, review moment, and next decision that the evidence will inform.
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Bring the live decision into the room.

Tao Mgt works with leadership teams to make complex operating, technology, and transformation choices more visible, governable, and usable.

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