

LEADERSHIP & GOVERNANCE · MATRIX

Decision Rights Matrix Template

For CEOs and leadership teams who need to remove recurring ambiguity over who decides, who recommends, and who executes on the decisions that come up most often.

How to use this: List the recurring decisions that currently cause friction or get re-litigated, then assign each to exactly one decider, using the decide/recommend/execute framework. Review and update whenever the leadership structure changes.

Framework Definitions

Use these three roles consistently across every decision mapped below.

Decide: who holds the actual authority to make the final call and is accountable for the outcome?

Recommend: who brings analysis or a proposed answer, without final authority?

Execute: who is responsible for carrying out the decision well, regardless of whether they proposed it?

Recurring Decision Map

Map the decisions that recur most often and currently cause the most ambiguity or friction.

Decision	Decides	Recommends	Executes	Escalation If Disputed
Pricing exceptions / discounting				
Roadmap prioritisation				
Hiring above a defined level				
Customer commitments outside standard terms				
Budget reallocation across functions				

Decision	Decides	Recommends	Executes	Escalation If Disputed
Major customer escalation resolution				
Organizational restructuring within a function				

Ambiguity Audit

- ☐ No two leaders currently believe they hold decision authority over the same decision
- ☐ Every decision that regularly escalates to the CEO has been checked against whether it should sit with a function leader instead
- ☐ Leaders who lost a recent decision were clear it was made by someone with defined authority, not just someone louder or more senior
- ☐ The matrix has been shared with the full leadership team, not just held by the CEO

Review Triggers

Name the events that require revisiting this matrix, so it doesn't quietly go stale.

Which upcoming org changes (new hires, restructuring, new functions) will require updating this matrix?

Who owns keeping this matrix current going forward?

When is the next scheduled review, independent of any org change?
