

Decision Space Examples

Decision Spaces are helpful ways to clarify the ownership and decision-making scope of a given role or business function/department. Our clients include this information in either the role’s Impact Description and/or in the organization chart. The goal is two-fold: for the individual to clearly understand their level of empowerment and for all others to understand their scope of decisions (and “who owns what”).

Sales

- How to achieve sales quota aligned with the growth goal
 - How to incent sales behaviors and culture
 - How to allocate co-op marketing and trade dollars
 - How to structure within Sales
- Sales by region, by brand, by growth platform, and by channel
 - Decide on service level agreement standards and options

Finance

- How to create capital accountability
 - How to optimize return on invested capital
- How to align operating plan and strategic plan with targets
 - How to manage the Enterprise Risk Model
 - How to execute M&A transaction on a target
 - How to engage with all divisions and Corporate Global

Human Resources/Talent/People

- How to develop leaders
- Recommend and execute company policy
- Recommend enhancements and maintenance of organization’s culture and heritage
 - Mandatory Training
 - How to restructure processes
 - What HR Metrics to track
 - How to structure HR
- How to align with all divisions and Corporate Global

Operations

- Decide where business process optimization is needed
 - Set standards for operational effectiveness and efficiency
 - When to recommend strategic changes to the executive team
- Decide resource allocation across Supply Chain and Product Supply
 - Set delivery targets
 - Set safety standards
- Decide on where and how to align with Sales and Procurement

Legal

- How to effectively execute/manage lawsuits
 - Compliance with laws
- If PR communication impacts lawsuits, Legal has final say on communication
- Approval of language used in company press releases and PR activity surrounding crisis management and lawsuits
 - How to support M&A activity
- When Legal begins involvement in M&A process

Procurement

- How to ensure supply
 - How to manage raw and pack budget
- How to manage raw and pack inventory levels
 - How to add strategic value to sourcing
- How to address the client service levels for product shortages
 - How to support flexible manufacturing
 - How to engage with all divisions and Corporate Global

Product Supply

- Safety and quality risk management
- How to allocate capital and align resources with business and compliance needs
 - Product Supply Technical career path development
- Alignment with Leadership of all divisions
- How, when, and where to execute flexible manufacturing
- When an innovation goes to production (speed)

Supply Chain

- Decide on all warehousing and transportation budget
 - Decide on service pricing and efficiency incentives
- Decide on finished goods inventory levels
 - Decide on client service levels
- Decide on how to conduct rapid delivery of unit loads vs. truck loads to support e-commerce
 - Decide on where and how to align with Operations and Product Supply