
From Meeting Loop to Decision Memo

Practice case

A sample case on explicit choices, timing and accountability

This is a composite and anonymized example. It shows how Decision Clarity works when an organization keeps discussing the same topic, while the real decision remains implicit.

1. Situation

A mid-sized organization had prepared a strategic initiative. The analysis was extensive: market potential, investment need, governance impact and execution had all been described. Still, the topic returned several times in the management team without a formal decision.

2. Visible friction

- The CFO requested more financial substantiation.
- Operations considered the execution logic insufficiently realistic.
- Commercial leadership wanted to move quickly because the market window mattered.
- The CEO felt the initiative was important, but did not want to decide without clear ownership.

3. Underlying problem

The issue was not weak analysis. The issue was that three decisions were mixed together: investing in the initiative, choosing an execution variant and accepting temporary operational risk. Each discussion looked substantive, but nobody knew which decision was actually being requested.

The discussion did not need another large report. It needed a clear decision structure: what choice, by whom, under which conditions and before which management moment.

4. Intervention

A short Decision Clarity Scan translated the discussion into a decision structure. First, the real choice was formulated. Then assumptions, risks, timing, ownership and dependencies were connected to the relevant management decision moment.

Element	Outcome
Real choice	Go / revise / no-go on a first investment phase.
Critical assumption	Commercial traction within six months.
Main risk	Execution capacity in operations.
Decision owner	CEO, with CFO and COO as co-owners of conditions.
Follow-up output	Decision memo for the next management meeting.

5. Output

- Decision Friction Diagnosis.
- Decision Clarity Map.
- Decision question with explicit options.
- Risk and accountability map.
- Draft structure for the decision memo.

6. Result

The management team no longer had to discuss everything at once. The question became: do we start with a clearly bounded first phase, under which conditions, and who owns which risks? That made the topic decision-ready.

The value of Decision Clarity is not more analysis, but making explicit the choice that was already hidden underneath the analysis.