NORTH ORGANIZATIONS™ · SELECTED WORK

ORGANIZATIONAL EFFECTIVENESS · LEADERSHIP FACILITATION

Making Decisions Work Across a Matrix

ANONYMIZED CLIENT ENGAGEMENT

A senior-leader working session designed to clarify decision-making, operating norms, escalation, and accountability across organizational boundaries.

GLOBAL MEDICAL DEVICE COMPANY · ANONYMIZED CLIENT ENGAGEMENT

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Confidence North™

ORGANIZATIONAL DESIGN · LEADERSHIP · LEARNING · HR · CHANGE

When the structure changes, the rules of working together have to change too.

Two business units were operating under one model following a strategic integration. Senior leaders were expected to make decisions across product, commercial, and operational boundaries — but decision rules had not been made explicit.

DECISION AMBIGUITY

Unclear who owns which call once multiple teams are involved.

REOPENED DECISIONS

Choices revisited after the meeting — new opinions, not new information.

SIDE CONVERSATIONS

Real decisions moved to hallways and channels outside the room.

UNCLEAR ESCALATION

No named path when leaders across functions disagreed.

OWNERSHIP GAPS

Work sat between roles — no single owner at the handoff.

LEGACY NORMS

Two teams working from different implicit rulebooks.

This is not a people problem. It is a system-clarity problem.

Remove friction so decisions stick.

A workshop for senior leaders — designed to produce four durable outputs the team can use Monday morning.

01

SHARED DECISION MODEL

Command, consult, consensus, and vote — matched to the moment. One shared framework so every matrix decision has a named method before the meeting starts.

02

EXPLICIT MATRIX NORMS

Named agreements for how decisions get made, escalated, and closed. Written. Shared. Enforceable. Not aspirational — operational.

03

OPERATING AGREEMENTS

Communication, ownership, and handoffs across legacy teams. Clear yes/no rules so decisions stick and escalation is safe rather than politically charged.

04

MONDAY MOVES

What each leader will do differently in the first week. Concrete. Individual. Applied to a real cross-team decision within seven days of the session.

A workshop that produces durable outputs is worth the day.
A workshop that produces slides is not.

Four ways to decide. One clear choice per moment.

Not every decision needs consensus. Not every decision can be commanded. The decision model matches the mode to the moment.

MODE	WHEN IT FITS	WHO OWNS IT	WHO IS CONSULTED	WHEN DISCUSSION ENDS
COMMAND	Time-critical or authority-bound decisions.	Named decision-maker.	Small circle informed after the fact.	When the decision is announced.
CONSULT	Complex decisions benefiting from input before the call.	Named decision-maker.	Named stakeholders, consulted before the decision.	When the decision-maker acts.
CONSENSUS	Cross-functional decisions requiring shared ownership and commitment.	The team collectively.	All voting members participate.	When the team lands on a shared choice.
VOTE	Well-defined choices among clear, named options.	The majority.	All eligible voters.	When the vote closes.

Ambiguity is the cost of using the wrong mode.

Turn expectations into operating agreements.

When norms are implicit, teams argue about what should have been agreed. When they are explicit, teams execute.

AREA	BEFORE — IMPLICIT	EXPLICIT OPERATING AGREEMENT
COMMUNICATION	*We use whatever channel is convenient.*	Decisions in writing. Discussion in meetings. Alignment in Slack.
DECISION OWNERSHIP	*Whoever calls the meeting.*	Named on the agenda. Confirmed at the close.
ESCALATION	*Escalate when it feels stuck.*	Escalate within 48 hours of a named disagreement.
CROSS-TEAM HANDOFFS	*Send it over the wall.*	Named receiver. Named acceptance criteria. Named due date.

Explicit agreements protect the team from the meeting after the meeting.

A workshop should change what happens Monday morning.

Every step from the workshop session to observable behavior is designed. None of it is left to chance.

WORKSHOP DISCUSSION → NAMED OPERATING RULE → LEADER COMMITMENT → APPLIED IN REAL WORK → FOLLOW-UP & REINFORCEMENT

MONDAY MOVES

Every leader leaves the session with three named behaviors to run inside the first week — small enough to be real, specific enough to be observable. Behaviors are committed publicly in the room and tracked at a 7-day check-in. The 30-day reinforcement moment closes the loop.

Insight without a habit is just an interesting afternoon.

This was not a slide deck. It was a facilitator's operating system.

The workshop travels with a companion facilitator guide — designed so a different facilitator could run it with fidelity.

SENIOR LEADER WORKSHOP

Six-block agenda, precise timing, named outputs per block. Designed to run in 60 minutes without sacrificing depth.

FACILITATOR GUIDE

Purpose, facilitator intent, verbatim prompts, named interventions, and outputs to capture — one document, complete.

VERBATIM PROMPTS

Openers, transitions, and closes that hold the room without over-scripting. Designed to sound human, not read.

INTERVENTION GUIDANCE

Named moves for when the conversation stalls, spirals, or over-consenses. Each intervention is tied to a specific pattern.

OUTPUTS TO CAPTURE

Explicit deliverables per block — not general takeaways. Decision-Making Agreements, Team Norms Charter, and Monday Moves list.

FOLLOW-UP

A 24-hour written recap, a 7-day commitment check-in, and a 30-day reinforcement moment — structured into the engagement from day one.

A workshop is only as strong as what happens after it ends.

What this work demonstrates.

LEADERSHIP FACILITATION	TEAM EFFECTIVENESS	MATRIX ORGANIZATIONS
DECISION RIGHTS	OPERATING NORMS	ORGANIZATIONAL EFFECTIVENESS

Better decisions require more than smart people. They require explicit rules for how the organization decides.

Discuss a Leadership or Team Effectiveness Engagement →

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