

Clarity Map - Decision Brief (Redacted sample)

<p>Decision + Boundary</p> <p>Decision: Decide whether to hire a Project Manager now or fix decision ownership and priority rules first</p> <p>Boundary: Covers how client work moves from sale to completion. Does not cover pricing, sales comp, or hiring outside project work</p>
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What's causing it	What it's not
<ul style="list-style-type: none"> Escalations land on the Owner/GM several times/week Priorities change mid-work without a single person accepting the change Tool changes added steps; none were removed Decision rights unclear between Client Lead and Project Lead 	<ul style="list-style-type: none"> Not a tools/configuration problem by itself Not a headcount shortage for today's mix Not a vendor/SLA failure

<p>Roles and authority</p> <ul style="list-style-type: none"> Decider (one): Owner/GM Who can say no (capacity): Ops Lead Who can say no (scope): Project Lead or Client Lead (pick one) Informed: PMs / Team Leads Escalation path + time: If scope changes mid-work, escalate to Ops Lead. Respond within 2 hours. Enforcement rule: If a change bypasses the named owner, revert and log an exception.
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<p>Next right decisions (1-3)</p>		
<p>1. Decision: Set rules for mid-work changes</p> <p>Owner: Ops Lead</p> <p>By: Friday</p> <p>How we'll know it worked: Zero mid-work changes without owner sign-off for 10 business days</p>	<p>2. Decision: Name a scope-acceptance owner on every active project</p> <p>Owner (role): Project Lead</p> <p>By: Tuesday</p> <p>How we'll know it worked: Every scope change shows the named owner's decision within 24 hours</p>	<p>3. Decision: Define exceptions policy + who carries client escalations</p> <p>Owner (role): Client Lead</p> <p>By: 2 weeks</p> <p>How we'll know it worked: All exceptions are logged, fewer than two per week, and no direct-to-owner escalations</p>

<p>Next 14 days</p> <ul style="list-style-type: none"> Day 1-2: confirm decision owners and rules of engagement Day 3-7: pilot rules on two live projects; remove duplicate steps Day 8-14: review results; keep what held; adjust what slipped 	<p>Risks if unchanged: Rework persists, margin drag, owner stays the bottleneck, higher churn risk</p> <p>Review on: ____ / ____ / ____</p>
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