

ARCHITECTURE OF COMMITMENT™

Protect Tomorrow's Choices.™

Executive Publication Series

Executive Overview

How Governance Determines Which Futures Your Organization Gets to Keep

Prepared for distribution before the Academy of Management Annual Meeting

Publication 00 · Executive Publication Series · Version 2.1 · July 2026

Timothy W. Hix

Founder, Decision Space Group LLC

Creator, Architecture of Commitment™

tim@architectureofcommitment.com · architectureofcommitment.com

The Proposition

Architecture of Commitment™ begins with a simple but consequential proposition: governance shapes organizational Decision Space and, ultimately, influences which futures organizations remain capable of pursuing.

Why It Matters

Organizations rarely fail because they stop recognizing change. More often, they gradually lose the ability to pursue the futures they once could have created.

Architecture of Commitment is an emerging governance framework built on a single idea: an organization's Decision Space, the range of strategic commitments it can realistically initiate, justify, resource, defend, and sustain, is shaped by its governance conditions well before strategy selects among the futures they keep within reach.

Rather than viewing governance primarily as oversight or compliance, the framework explores governance as the upstream condition that influences which strategic commitments organizations can credibly make, sustain, and defend over time.

Governance conditions may expand, preserve, or narrow organizational Decision Space, often before leaders recognize that some futures are becoming more achievable while others are gradually slipping beyond organizational reach.

The Prior Question

Most strategy frameworks begin by asking: “What strategy should we pursue?” Architecture of Commitment begins one step earlier. It asks: “Given our governance conditions, which strategic commitments remain genuinely possible?” Only after that question is answered does strategy become a meaningful choice.

The Architecture of Commitment™ Framework

FIGURE 1

THE ARCHITECTURE OF COMMITMENT™ FRAMEWORK

Governance Conditions Shape the Organizational Decision Space Within Which Leadership, Strategy, Innovation, Portfolio Management, and Execution Operate

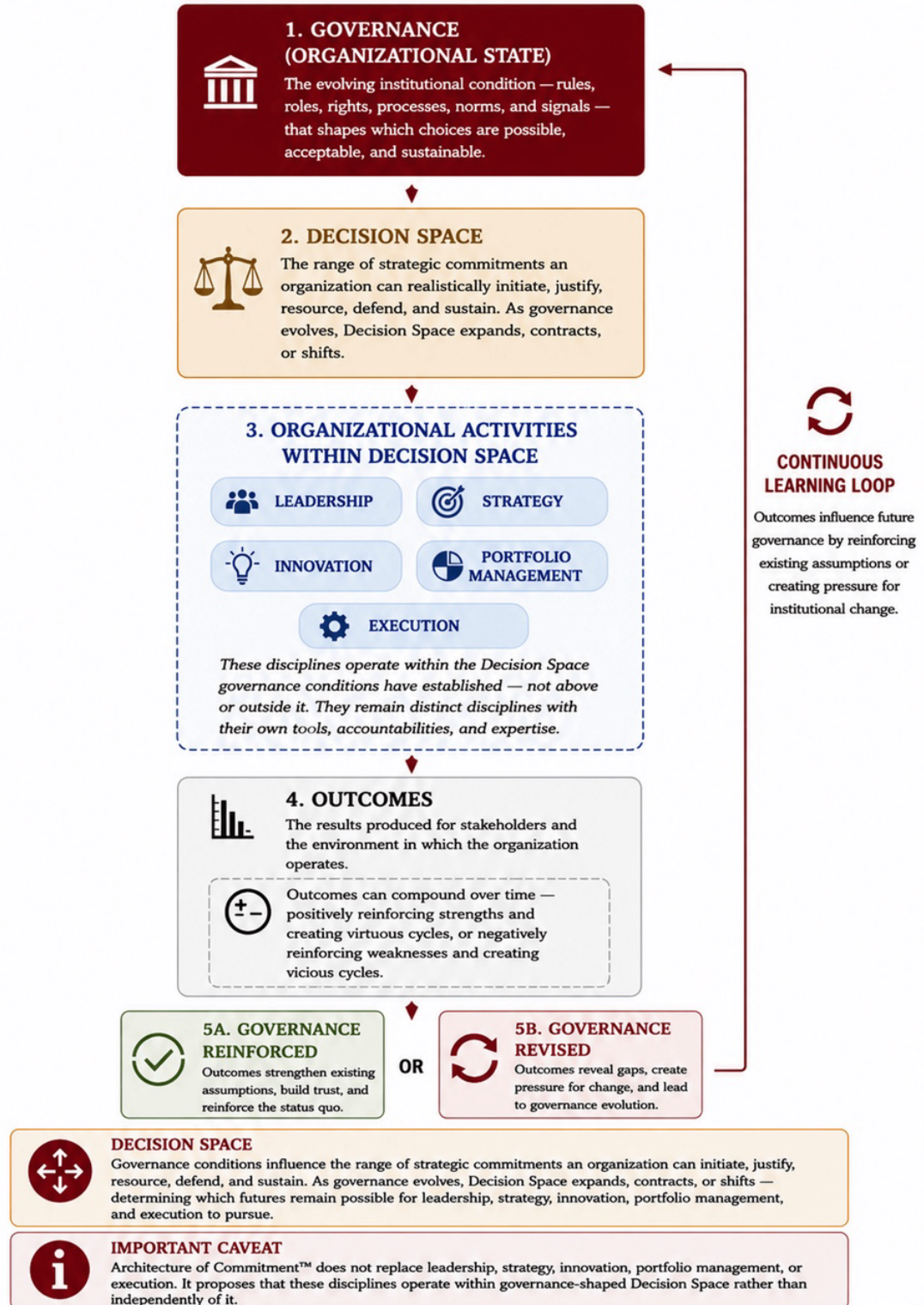


Figure 1. The Architecture of Commitment™ Framework. Governance shapes the conditions within which organizational choices become possible. Strategy defines the future the organization seeks to create. Execution transforms strategic intent into organizational action. Outcomes reinforce or revise governance through a continuous learning loop. Governance conditions also shape organizational Decision Space, influencing which futures remain realistically achievable.

Conceptual View

FIGURE 3 THE ARCHITECTURE OF COMMITMENT™ CAUSAL MECHANISM

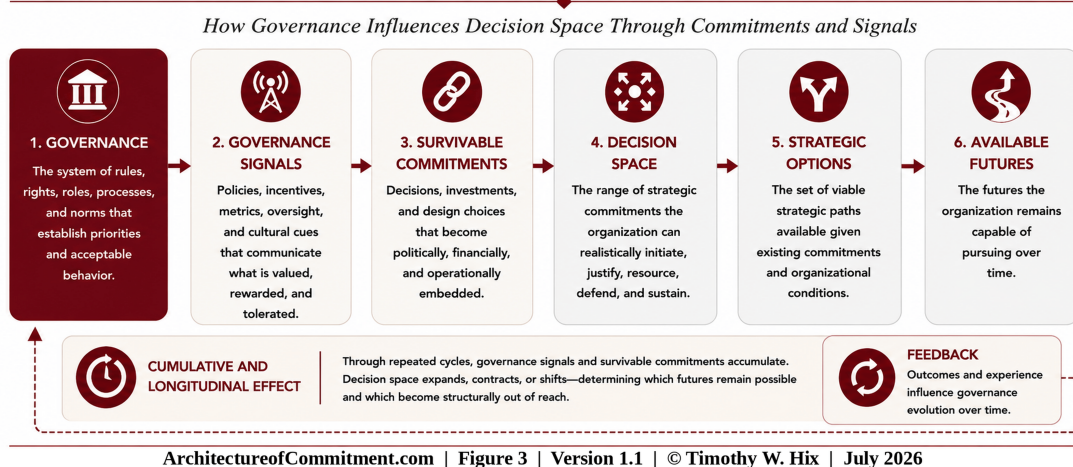


Figure 3. The Architecture of Commitment™ Causal Mechanism. Governance influences Decision Space through repeated cycles of signals, commitments, cumulative effects, and feedback.

Questions Worth Exploring

- Can organizational Decision Space be defined and measured?
- Which governance conditions expand or narrow Decision Space?
- Can Decision Space be engineered? If so, how?
- How does Decision Space influence innovation, resilience, and long-term organizational capability?
- How might artificial intelligence reshape governance and organizational Decision Space?

Explore the Research Program

Architecture of Commitment is offered as an invitation to explore a simple but consequential question:

Does governance determine which futures organizations remain capable of pursuing?

Additional publications are available for faculty interested in exploring the research program in greater depth.

- *Publication 01 (Faculty Collaboration Profile)*
- *Publication 02A (Faculty Research Prospectus)*
- *Publication 02B (Research Program Foundations)*
- *Publication 02C (Research Methods & Measurement Roadmap)*
- *Publication 03A (Rethinking Executive Education)*
- *Publication 03B (Executive Education Philosophy and Methodology)*
- *Publication 03C (Executive Education & Co-development)*
- *Research Program Update 01 (Where the Research Stands Today)*

Contact

<i>Author</i>	Timothy W. Hix
<i>Organization</i>	Decision Space Group LLC
<i>Framework</i>	Architecture of Commitment™
<i>Website</i>	architectureofcommitment.com
<i>Email</i>	tim@architectureofcommitment.com
<i>LinkedIn</i>	linkedin.com/in/tim-hix-30386011

AI Transparency Statement

This publication was developed with the assistance of generative artificial intelligence used as a research, editorial, design, and critical-review partner. AI supported literature exploration, question generation, conceptual refinement, structural development, visual design, language editing, and iterative critique.

The underlying concepts, theoretical constructs, interpretations, judgments, conclusions, and final editorial decisions are solely the responsibility of the author. AI assistance was used as a collaborative research and development tool — not as a substitute for authorship, scholarly judgment, or responsibility for the resulting work.