

Decision Grid

It's about decisions, and not about tasks, roles or processes

Be aware that you may have to review and create some of the processes required to make decisions.

You may need to explicit in the process that will involve others to consult or inform. (to be noted at the bottom of the page)

1/ What I decide alone

Which decision do I make, meaning I have the ACCOUNTABILITY - the last word or a veto right ?

Be exhaustive: look for strategic, business, organizational and people related decisions.

2/ What I decide with others:

Which decisions do I share RESPONSIBILITY with others (co-decide) ?

If any one of you has the last word, go back to quadrant 1.

The decision-making process should be defined at a second stage

3/ Decisions to be made by or escalated to N+1 / Leadership Team

What does this team decide?

What / when do I escalate?

4/ Decisions I empower to my team /others

Which decisions do I empower to one or more of my team members

Decision-making processes to be clarified

Any process required to support decisions to be made :

1) _____ 2) _____ 3) _____ 4) _____

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1/ What I decide alone (I have the last word) - - - - - -	2/ What I decide with Peers (Specify function / name) - with - with - with - with - with
3/ Decisions to be made by or escalated to N+1 / Leadership Team - - - - -	4/ Decisions I empower to my team /others - to - to - to - to - to

Any process required to support decisions to be made :

1) _____ 2) _____ 3) _____ 4) _____

Example| Country Manager in a Cluster Decision Grid

1. What I decide alone:

- Country Sales Team structure, members & individual objectives
- Country Leadership Team Governance
- Country Commercial Fuel (shopper, category, P&D) allocation Mix
- Country External Communication
- Qualification of “risky situations” in the Country with significant impact on Market

2. What I decide with other LT members:

- Country Transformation/Strategic projects prioritization with GM
- Country internal yearly targets with GM
- LT functional members (Commons) individual targets and performance review with the Commons Directors
- Channel Strategy with GM
- Portfolio and Brand Strategy with Marketing Director
- Local Activation with Sales Managers
- Country Demand (including R&D) with Finance Controller and Sales Managers
- P&L Resources allocation: Target breakdown, A&P, Productivity, SFOVH with GM and Finance Dir
- People Resource allocation: People, Key organizational changes, ASR & promotions below L7 with HRD / above L7 with HRD and GM
- Productivity /Protein/OH within the countries / functions + HRD & Finance
- Important Legal disputes with GM and GS
- People roadmap and action plan including Internal Communication/Cascade (LT)

3. Decision made by the Cluster Leadership Team:

- Our Future Cluster Vision (LT)
- Country people review and calibration (LT)
- Changes with KPIs or Financial Targets
- X Category trade offs

4. Decisions I empower to my n-1 teams:

- Negotiation with the Trade Sales Managers
- Recommendations on A&P split
- Regional / European teams alignment