Board-Level Case Study | Governance & Decision Clarity (Redacted)

Context
Mid-market company facing mounting operational strain despite stable headline numbers. Growth initiatives were progressing, but decision ownership, escalation paths, and risk visibility were fragmented across leadership.

Board Concern
The board sensed rising execution risk but lacked a clear signal on *where* intervention was required and *when* judgment should override momentum.

Engagement Focus
Provide independent board-level clarity at a moment where control mechanisms were increasing, but judgment was weakening.

What We Did

- Mapped decision ownership across strategy, capital allocation, and execution
- Identified early warning signals that were visible but not escalated
- Reframed board discussions from reporting to intervention readiness
- Established pre-agreed escalation triggers tied to real outcomes, not dashboards

Key Insight
Control did not fail due to lack of data. It failed because signals were not allowed to challenge the prevailing narrative early enough.

Outcome

- Faster escalation on material risks
- Clearer board intervention thresholds and escalation owners
- Reduced execution drag by removing duplicated controls
- Leadership confidence improved without adding layers

Board Takeaway
Governance works when it sharpens judgment, not when it replaces it.

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