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SOSP

Delegation Architecture Template

Map your top 10 decisions across three tiers. Design the accountability loop for each. Fill in before you hand off anything significant.

HOW TO USE

Step 1: List your top 10 decisions from last month in the table below.

Step 2: Assign each to a tier.

Step 3: For any Tier 2 or 3 decision you currently own, complete the accountability loop section for that delegation.

If 70%+ of your decisions are Tier 1, you have a delegation architecture problem, not a capacity problem.

PART 1: DECISION TIER MAP | LIST YOUR TOP 10 DECISIONS AND ASSIGN EACH TO A TIER

TIER 1 STRATEGIC

Stays with founder / senior leadership

Founder / senior leadership owns these. Do not delegate without a governance model.

WHAT BELONGS HERE

Market positioning | Major investment decisions | Business model changes | Structural org redesign | Key partnerships

#	DECISION NAME	CURRENT OWNER	TIER (1/2/3)	CAN DECIDE WITHOUT ASKING?	REPORT TO HOW OFTEN	CORRECTION TRIGGER
1			☐ 1 ☐ 2 ☐ 3	YES NO		
2			☐ 1 ☐ 2 ☐ 3	YES NO		
3			☐ 1 ☐ 2 ☐ 3	YES NO		

TIER 2 OPERATIONAL

Owned by management layer explicitly and in writing

The management layer should own these with explicit written authority. Most founders hold these too long.

WHAT BELONGS HERE

Hiring within approved headcount | Budget reallocation within parameters | Process changes within established frameworks | Vendor selection within defined criteria

#	DECISION NAME	CURRENT OWNER	TIER (1/2/3)	CAN DECIDE WITHOUT ASKING?	REPORT TO HOW OFTEN	CORRECTION TRIGGER
4			☐ 1 ☐ 2 ☐ 3	YES NO		
5			☐ 1 ☐ 2 ☐ 3	YES NO		
6			☐ 1 ☐ 2 ☐ 3	YES NO		
7			☐ 1 ☐ 2 ☐ 3	YES NO		

TIER 3 EXECUTIONAL	**Belongs to the person doing the work** *The person doing the work owns these. If they're escalating these to you, you have a structural problem.*	**WHAT BELONGS HERE** How a task gets done | Sequencing of daily work | Tool and method selection | Routine communication and coordination

#	DECISION NAME	CURRENT OWNER	TIER (1/2/3)	CAN DECIDE WITHOUT ASKING?	REPORT TO HOW OFTEN	CORRECTION TRIGGER
8			☐ 1 ☐ 2 ☐ 3	YES NO		
9			☐ 1 ☐ 2 ☐ 3	YES NO		
10			☐ 1 ☐ 2 ☐ 3	YES NO		

PART 2: ACCOUNTABILITY LOOP | COMPLETE FOR EACH SIGNIFICANT TIER 2 OR TIER 3 DELEGATION

1 OUTCOME DEFINITION	2 DECISION AUTHORITY	3 REPORTING CADENCE	4 CORRECTION MECHANISM
What does success look like for this delegated function?	**Which decisions can this person make without asking you?**	**What gets reported, by whom, at what frequency?**	**At what point do you re-engage and through what channel?**
Write the specific, measurable outcome this person is accountable to.	*List the top 5 decisions they own at Tier 2 or Tier 3.*	*Define format, frequency, and recipient.* *E.g. weekly written status, shared before Monday.*	*Define the trigger.* *E.g. if KPI X drops below Y for 2 consecutive weeks.*

THE CORE PRINCIPLE
Delegation fails when the outcome is undefined, the decision rights are unspecified, and the accountability loop is absent.
Build all three before you hand off anything significant. Trust is not a substitute for architecture.

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www.sospgroup.com | mkt@sospgroup.com | SOSP CONSULTING COMPANY LIMITED - 17th floor, Vincom Center Buildings, 72 Le Thanh Ton Street, Ben Nghe Ward, District 1, HCMC, Vietnam