

# SOSP Governance Style Comparison

Imported model vs. redesigned model. What changes when authority is explicit rather than assumed.

## WHAT CHANGES

In the imported model, authority at each layer is assumed, no one has written down what decisions each level can make. In the redesigned model, decision rights are explicit: each level knows exactly what it can resolve without escalating.  
*The org chart looks identical. The operating model is completely different.*

**KEY INSIGHT:** The difference is **explicit** vs **assumed** delegation. Assumed delegation means every non-routine decision travels to the founder. Explicit delegation means every decision tier is defined in writing and the team acts within it.

## IMPORTED MODEL

*Authority assumed at each layer*

⚠ Decisions flow UP, founder is always the bottleneck

### Founder / CEO

*Approves everything. Decision authority: ALL*

↑ ↑ ↑ ESCALATES UP (Founder/CEO is always the decision point) ↑ ↑ ↑

### Manager A

*Escalates decisions up to founder*

### Manager B

*Escalates decisions up to founder*

### Manager C

*Escalates decisions up to founder*

⚠ Decisions travel UP (Founder/CEO is the only resolution point)

↑ ↑ ↑ ESCALATES UP (Founder/CEO is always the decision point) ↑ ↑ ↑

### Team

*Waits. No authority to decide.*

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*Waits. No authority to decide.*

## REDESIGNED MODEL

*Authority explicitly delegated at each layer*

✓ Decisions resolve at the appropriate level

### Founder / CEO

*Strategic decisions only. L3 decisions are explicit.*

↓ ↓ ↓ DELEGATES DOWN (Authority explicit at each level) ↓ ↓ ↓

### Manager A

*Resolves L2 decisions. Informs founder after.*

### Manager B

*Resolves L2 decisions. Informs founder after.*

### Manager C

*Resolves L2 decisions. Informs founder after.*

✓ Decisions resolved at the appropriate level (Founder/CEO informed, not involved)

↓ ↓ ↓ DELEGATES DOWN (Authority explicit at each level) ↓ ↓ ↓

### Team

*Acts on L1 decisions. Documents & reports.*

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