FOUNDATIONS ADVISORY

October 2026

DECISION SPACE ASSESSMENT

Juniper Works

Local judgment. Clear boundaries. Reliable handovers.

COMPANY OVERVIEW

Juniper Works has 34 people building appointment and field-work software, with customer setup and data-migration services. Ten hires in the past year have increased the work shared across Commercial, Delivery, Support and specialist teams.

WHY THIS EXERCISE

The sponsor wants ordinary work to move without repeated escalation, while keeping oversight of commitments that could disrupt the quarter. The practical goal is fewer late surprises and customer handovers that do not depend on someone chasing.

THE OVERALL PERSPECTIVE

The company already supports useful local judgment. Its strongest improvement opportunities are at customer handovers and in making delegated choices dependable when a customer exception arises.

SPONSOR

Elena Morris

Founder and CEO

ASSESSMENT SCOPE

Ten perspectives, spanning leadership and everyday work.

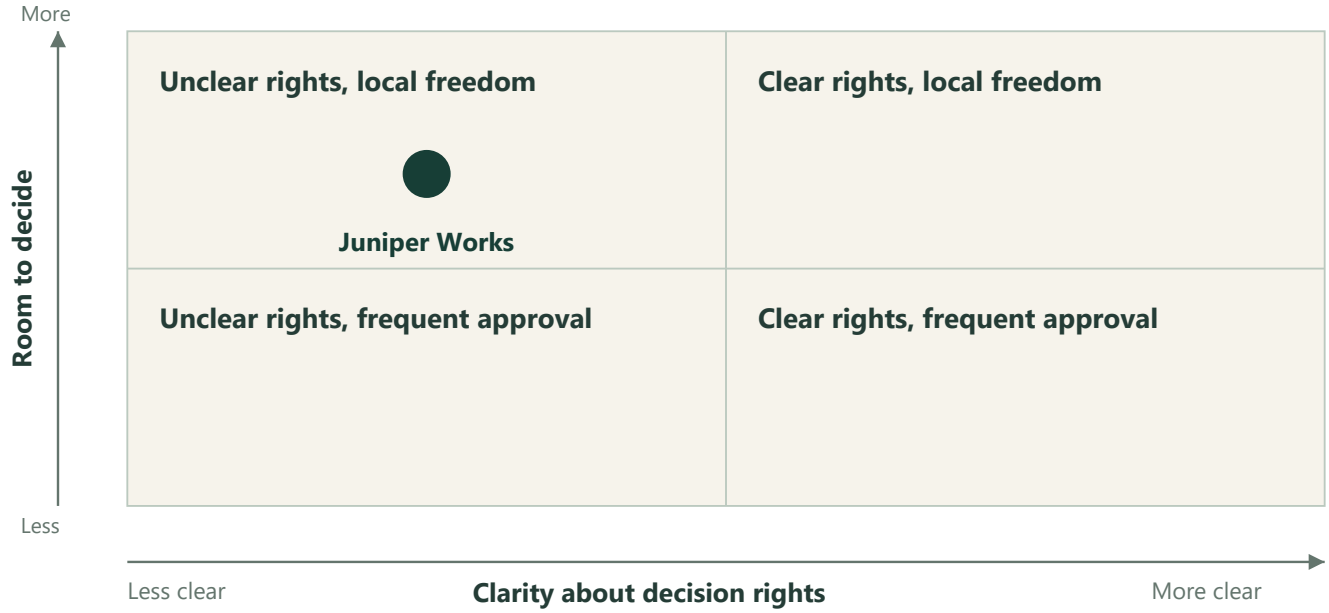
Organization-wide decisions and shared work

WHAT THE SPONSOR WANTS TO ACHIEVE WITH THIS EXERCISE

Managers can move ordinary work forward; customers receive promises the team can deliver; handoffs do not need someone to keep chasing.

Useful freedom; uneven boundaries

Juniper gives people useful room to make everyday decisions. Engineers can pause failed checks, Support can resolve standard cases, and several specialist teams can act within agreed limits. Uncertainty arises when customer work passes between teams or leaders change choices that people understood to be theirs. These experiences explain the overall position shown below: employees have freedom to act, while some shared boundaries need to become more dependable. The immediate opportunity is to improve customer handovers and make delegated authority reliable. This assessment reflects the work described in the accounts; the appropriate balance of local freedom and senior oversight depends on the decision involved.



Why clarity remains uncertain

Ordinary rights are often understood, but customer handovers and interventions in within-plan choices leave important shared boundaries unsettled. These gaps cross more than one team.

Why there is room to act

People settle meaningful ordinary choices in Engineering, Support, Product, Finance, People and Commercial work. Major commitments remain reserved; fresh senior permission is not the dominant arrangement described.

How decision making works

01 Clarity between teams

Needs attention

What we checked: Does authority stay clear when work crosses a team boundary?

People generally understand their authority within a team, while customer handovers sometimes leave the next owner unclear. The gaps arise when responsibility passes between teams and each side assumes someone has accepted the work.

02 Dependence on senior leaders

Mixed

What we checked: Is senior involvement concentrated where it adds value, or required too often?

Senior leaders provide useful oversight of larger commitments. Some people now seek extra permission for ordinary customer-related choices, although the accounts do not show a general backlog of decisions waiting for leadership.

03 Delegation that holds in practice

Needs attention

What we checked: Does the freedom people are told they have survive when they use it?

Some managers began seeking extra permission after leaders changed decisions they had understood to be theirs. Leaders can make delegation more dependable by explaining what changed and whether future decisions within the original limits still belong to the manager.

04 Responsibility matched by influence

No clear concern identified

What we checked: Can people influence the choices needed to deliver the results they own?

Delivery managers can allocate work, but the accounts offer a limited view of whether people across Juniper have the influence needed to meet their responsibilities. The reported interventions raise a clearer concern about whether delegated authority remains dependable.

05 Decisions informed by the work

Mixed

What we checked: Does the relevant practical knowledge reach the decision at the right time?

People use technical and customer knowledge to inform several decisions. Some unusual commitments reach specialists late, although the accounts leave open what advice was available when those promises were made.

How decision making works (cont'd)

06 Shared priorities for shared choices

No clear concern identified

What we checked: Can teams resolve tradeoffs using priorities that serve the organization?

Leaders describe discussing priorities together, and the accounts reveal no recurring conflict between team goals. There is less evidence about how reliably the company resolves difficult choices when competing priorities cannot all be met.

07 Choices that fit together

No clear concern identified

What we checked: Do individually reasonable decisions add up to a workable company plan?

Delivery considers capacity across its work. The accounts give a limited view of whether commitments across the whole company consistently fit the people and cash available, so the effect of the growing workload remains unclear.

08 A reliable way to reach a decision

No clear concern identified

What we checked: When people disagree, can the process still reach a binding conclusion?

The reported waits mainly involve missing information or preparation. These accounts offer limited evidence about how Juniper reaches a decision when people have the necessary facts and still disagree.

09 Review effort that fits the stakes

Mixed

What we checked: Does the decision process provide useful protection for the effort it consumes?

Technical checks and preparation reviews help people make sound decisions. Repeated messages about very small receipts suggest that Juniper could reduce administrative effort while retaining the records Finance needs.

10 Understandable limits and exceptions

Mixed

What we checked: Can people distinguish ordinary freedom from a choice that needs special permission?

People often understand ordinary limits and the difference between stopping work, restarting it and changing a customer promise. Leaders could make those limits more dependable by explaining when new customer information requires a decision to move beyond the team.

How decision making works (cont'd)

11 Promises grounded in authority and feasibility

No clear concern identified

What we checked: Can the company distinguish exploring an option from making a binding commitment?

Standard offers include checks on dates and feasibility. The accounts do not trace unusual customer promises closely enough to establish who authorized them or when they became binding, so late notice alone supports a limited conclusion.

12 Decisions that become coordinated action

Priority attention

What we checked: Once a choice is settled, can the organization put it into effect reliably?

Several customer transitions left contact ownership or necessary information unclear. Juniper should treat a handover as complete when a receiving owner accepts it with the information and authority needed to act; an unfinished issue list needs to be resolved as part of that preparation.

13 Freedom supported by readiness

Working well

What we checked: Do authorized people have the information, capability and support to use their freedom?

Guides, checklists and specialist advice help people make decisions within understood limits. Standard Support work, pauses in data migration and product investigations show that employees can use local judgment with practical support.

14 Arrangements that fit the organization today

No clear concern identified

What we checked: Have decision arrangements kept up with growth, complexity or a change in the business?

Juniper has grown and introduced a new management role, but the available history gives a limited basis for judging how decision arrangements have adapted. The current handover gaps may have existed before the expansion.

15 Learning from decisions

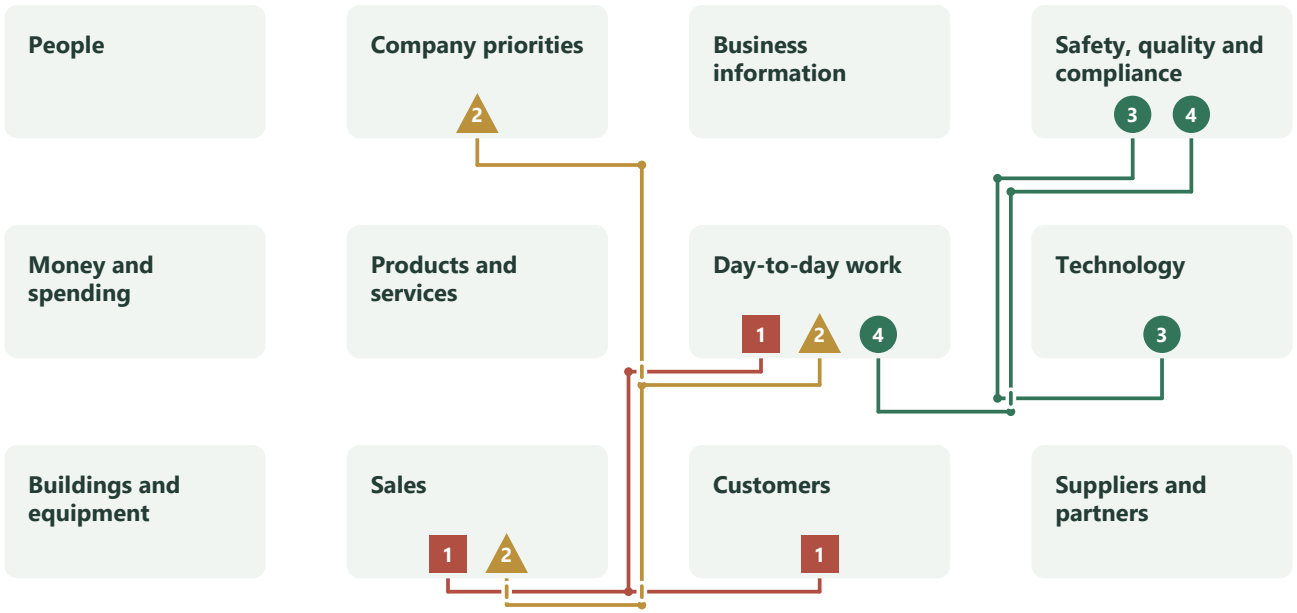
No clear concern identified

What we checked: Does experience improve the decision arrangement, or simply repeat through workarounds?

Naming an accepting owner helped repair one handover. The accounts leave open whether the company adopted that solution consistently or checked whether later handovers improved.

Shared decision spaces

Lines connect work areas involved in the same decision. Match each number to its explanation below. Gaps show crossings; each color applies to the decision described.



1 Customer handovers need an accepting owner

Customer transitions repeatedly leave contact ownership or the next step unclear. A receiving owner should accept the work with the information and authority needed to move it forward.

2 Ordinary rights need a reliable exception rule

Some people began seeking permission for ordinary choices after leaders intervened. Explaining what changed, and whether their usual authority still applies, would help them act with greater certainty.

3 Failed releases can be paused locally

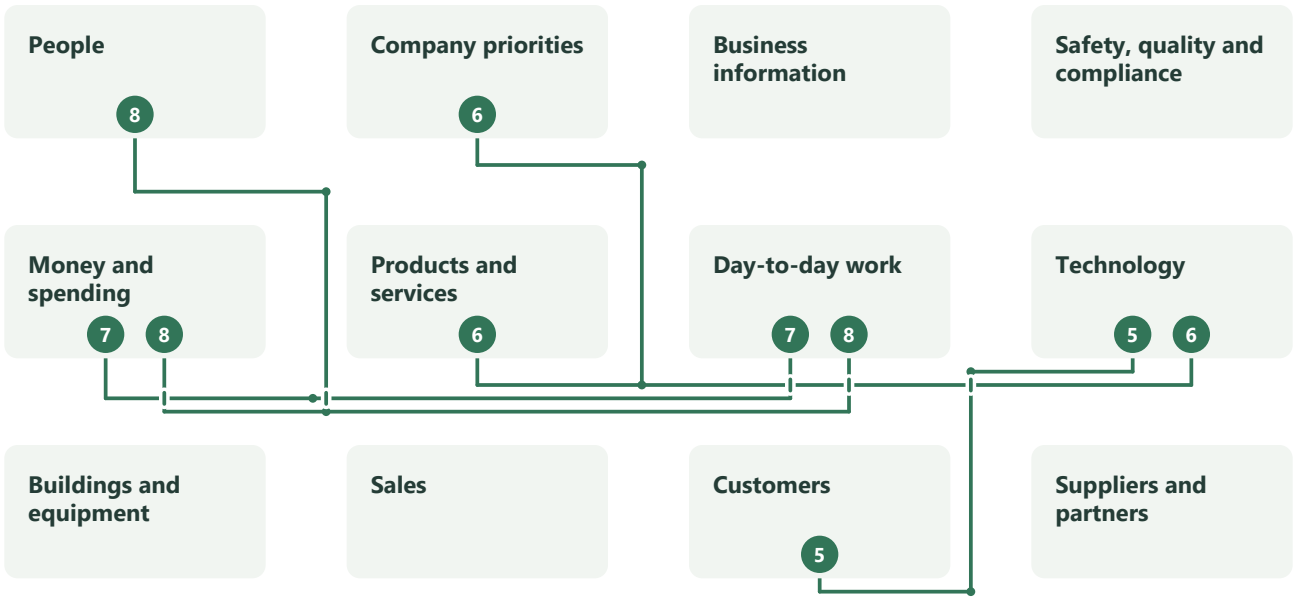
Engineers can pause work when a release check fails, using an understood checklist and team support. This authority should remain clear alongside the separate decisions to release the software or change a customer commitment.

4 Failed data imports can be paused locally

Delivery can pause a data import when records fail the agreed check and then investigate. Restarting the import or changing a customer date follows a separate agreement, which should remain clear.

Shared decision spaces (cont'd)

Lines connect work areas involved in the same decision. Match each number to its explanation below. Gaps show crossings; each color applies to the decision described.



5 Standard support work stays with Support

Support can follow published diagnostic steps and use known workarounds without waiting for Engineering approval. This discretion should remain available within the separate limits on changing software or customer data.

6 Investigation uses input without extra permission

Product can choose an investigation after seeking technical and customer-priority advice. Keeping that advice separate from an approval requirement preserves useful discretion within the agreed product plan.

7 Matched payments follow an agreed cash plan

Finance can pay a matched invoice for an approved purchase within the agreed cash plan. This routine authority should remain dependable, with separate checks for mismatches and exceptions to the plan.

8 Recruitment channels can be chosen locally

Once a manager has authorized recruitment and supplied the budget, People can choose advertising channels and organize interviews. Changes to the role or budget require a separate decision.

When leaders change a team decision

Managers describe being able to assign people to work within agreed delivery dates. Some began seeking extra permission after leaders intervened in those choices. New customer information may justify a change, so the important question is what the intervention tells people about their authority next time.

What participants described

A leader changed how a team had assigned its people after speaking with a customer, even though the agreed dates remained the same. The person responsible then checked later allocations with a senior leader. In another account, an employee began checking routine workshop dates with the founder after an intervention, although the original offer remained in place.

Why it matters

People can understand that a decision belongs to them and still become reluctant to make it. When a leader intervenes without explaining what changed, employees may treat future decisions as requiring approval. The accounts support concern about that effect while leaving some of the customer circumstances unresolved.

What should change

Leaders should explain the new information that requires a decision to change and say who will decide in that situation. They should also confirm whether future choices within the original limits still belong to the team. This would help employees distinguish advice from a requirement to seek approval.

Make customer handovers dependable

Several accounts describe customer work passing from Commercial to Delivery or from implementation to Support without a clear receiving owner or complete information. Some describe different customers, which supports a recurring concern. The accounts provide a basis for improving the handover process, although they do not establish the scale of any financial loss.

What participants described

Teams sometimes assumed that customer introductions or responsibility for the next contact had transferred. Support also received work with an incomplete list of open issues. The immediate gaps were resolved when someone accepted responsibility and received the information needed to act.

Why it matters

A customer can be left waiting when the sending team believes a handover is complete and the receiving team is still waiting for information. Responsibility, information and the authority to take the next step need to transfer together. An unfinished issue list can be a valid reason to wait, provided someone remains responsible for completing it.

What should change

Each customer transition should have a named receiving owner who confirms acceptance. The teams should agree what information must accompany the work and what the receiving owner can decide. Until the handover is accepted or an exception is agreed, the current customer contact should remain responsible for continuity.

RECOMMENDATIONS

Leadership priorities

Juniper can improve decision making by making a few existing agreements dependable. Customer continuity deserves first attention, alongside clearer explanations when leaders change a delegated decision. The company should preserve the local discretion and useful checks already supporting everyday work.

First priority: dependable customer handovers

Commercial, Delivery and Support leaders should agree when a receiving owner accepts responsibility, what information must accompany the work and what that owner can decide. Keeping the current contact responsible until acceptance would reduce the chance of a customer being left between teams.

A parallel priority: dependable delegation

Leaders should agree the limits of decisions that teams can make within an approved plan. When new facts require intervention, explaining those facts and confirming the team's continuing authority would help people act without seeking unnecessary permission.

A narrower improvement: simpler expense follow-up

Finance should review how it requests evidence for very small expenses. Clearer requests and fewer repeated reminders could reduce administrative effort while preserving the records needed to support each claim.

Preserve useful local judgment

Technical stop rights, standard Support discretion and specialist advice help people act within clear limits. Finance can continue paying matched invoices within its cash plan, while major commitments retain the oversight already agreed.

Clarify the remaining exceptions

Leaders should establish what new customer information justified individual interventions and when unusual promises became binding. These details would help refine the advice about exceptions and commitments.