

Halderstone



Training module

Governance Design

Build the decision rights, governance meetings, escalation paths and evidence trails that make management systems work in practice



Governance that holds up when decisions matter

Overview

Many organisations have governance on paper but still struggle to make decisions in practice. Roles are named, governance meetings exist and escalation paths are documented, yet authority, resources, evidence and accountability do not always line up when a real decision is needed.

This module develops the practical judgement needed to design governance for ISO-based management systems. Participants work through the evolving Northstar case, from a small founder-led team to a more complex multi-entity organisation, and learn how governance must change as internal complexity, external obligations, customer assurance pressure and technology dependence increase.

The focus is not on adding committees or teaching ISO clauses. Participants practise designing decision rights that match the organisation, effective governance meetings, escalation triggers, exception handling, evidence trails and maintainability checks so the management system can support timely, explicit and defensible decisions.



Target audience

- Management system implementers and coordinators
- Executives and department heads accountable for management system performance
- Those responsible for processes, policies, assets, risks, and controls related to a management system
- Auditors seeking insights into management-side best practice (not audit technique)
- Management consultants working with management system design, governance, or improvement

Is this module for you?

It is a good fit for you if you...

- are involved in designing, operating or improving a management system.
- see decisions delayed, repeated or made informally because authority is unclear.
- need governance that fits a start-up, regulated team, growing organisation or multi-entity group without unnecessary bureaucracy.
- want governance meetings, escalation paths and management reviews to produce decisions rather than meeting records only.
- want to use workflow tools, dashboards or AI support without hiding human accountability.

It may be less suitable for you if you...

- want a short overview of ISO clause requirements only.
- are looking for a generic corporate governance or board governance course.
- need detailed operational control design, risk analysis methods or audit execution as the main focus.
- expect software configuration to solve authority, escalation or accountability problems by itself.
- have no interest in shaping roles, decision rights, escalation or governance interfaces.

Learning outcomes



Key outcomes

- Design management-system governance that fits organisational maturity, obligations and decision stakes
- Map decision rights so accountability, authority, resources, escalation and evidence ownership are aligned
- Design governance meetings, escalation paths and evidence trails that produce usable decisions rather than meeting theatre

Additional capabilities

- Balance direction, boundaries, diagnostic visibility, interactive judgement and explicit decision authority
- Define exception, waiver and independent-challenge paths for high-stakes or ambiguous decisions
- Clarify central/local governance and interfaces across entities, functions, shared services and platforms
- Define triggers for reviewing and adapting governance as the organisation changes
- Use technology and AI support to surface ambiguity, stale records or evidence gaps without replacing accountable judgement

Agenda

Governance fit and organisational context

- Distinguish internal complexity from external governance load
- Match governance to maturity, obligations and decision stakes
- Avoid informal high-stakes decisions and unnecessary bureaucracy

Decision rights, accountability and authority

- Clarify who may decide, fund, implement, challenge and evidence
- Align ownership with authority, resources and escalation
- Detect paper accountability and informal shadow authority

Governance meetings and escalation

- Design decision meetings with clear purpose, inputs and outputs
- Frame escalation triggers as decision requests
- Separate awareness, coordination, evidence review and authority

Exceptions, evidence and decision records

- Define exception, waiver and independent-challenge paths
- Specify evidence before and after decisions
- Preserve records for audit and customer assurance

Multi-entity governance and interfaces

- Split decisions between local, central, shared and escalated levels
- Clarify interfaces across entities, functions and shared services
- Use technology to make handovers and dependencies visible

Integrated governance architecture

- Connect policy, objectives, risk, operations, audit, review and improvement
- Define triggers for reviewing governance as the organisation changes
- Apply AI support without replacing accountable judgement

Included materials



Learning materials

- Slide deck
- Participant workbook

Templates & tools

- Governance fit canvas
- Decision rights matrix template
- Governance meeting and escalation map template
- Evidence trail and decision record guide
- Governance architecture blueprint
- Technology and AI support safeguards

Confirmation

- Confirmation of participation

Preparation guidance

Assumed background

No formal prerequisites. The module assumes general familiarity with how a management system is implemented and operated in an organisation.

Helpful background includes:

- Basic understanding of organisational roles, accountability and decision-making
- Familiarity with common management-system structures such as policies, processes, responsibilities and reviews



Halderstone

Halderstone by Langer & Co

Zürcherstrasse 2

CH-8852 Altendorf

Switzerland

info@halderstone.com

www.halderstone.com