The Speed of Decision

How Leaders Accelerate Strategic Clarity, Responsiveness, & Execution in Rapidly Changing Environments

with Mark A. Pfister

Webinar Start Countdown

WEBINAR REMINDERS

a few points to mention

- **Purpose**: Exhibit how effective leaders and Boards improve decision velocity, accelerate execution, reduce organizational friction, and create greater strategic clarity.

- **Questions**: Write your questions in the Q&A section. Our goal is to answer all questions at the close of the presentation. Otherwise, we will follow-up with you via email afterwards.

- **Materials**: Yes, this entire webinar is being recorded, and you will receive a link via email shortly. This link will also include the ability to view & download the presentation deck in its own separate file.

- **International Board Director Competency Designation**: IBDC.D certification holders will receive 1 CPE credit by attending (be sure to follow proper CPE credit submission guidelines).

YOUR SPEAKER & HOST

Mark A. Pfister

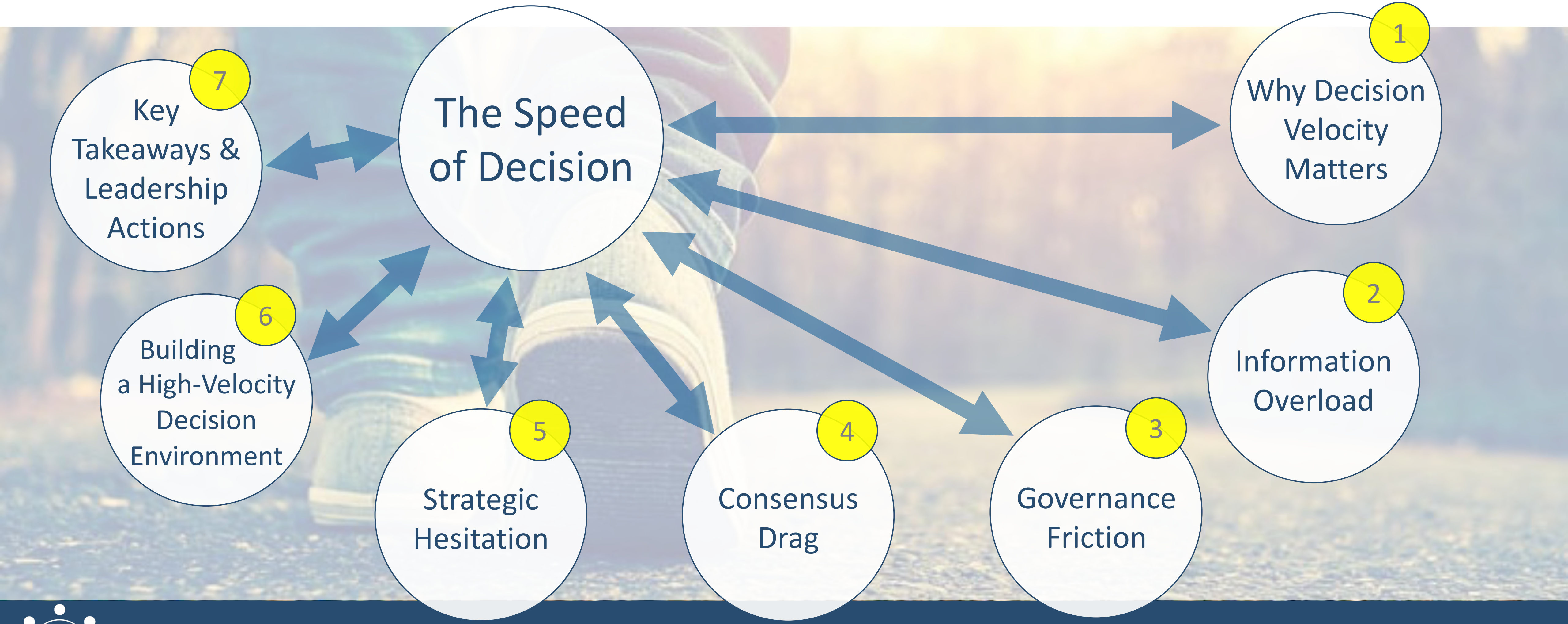
Non-Executive Director, CEO,
& Chief Board Consultant

M. A. Pfister Strategy Group /
International Board Director Competency Designation (IBDC.D)

- Governance & Strategy expert, Non-Executive Director, & Chief Board Consultant having consulted & advised hundreds of public, private, PE, and nonprofit Boards.
- He is known as *"The Board Architect"* for his work in defining the structural components of effective Boards.
- His book, *'Across The Board: The Modern Architecture Behind an Effective Board of Directors,'* is a bestseller with circulation in over 70 countries.
- He is the creator of the *International Board Director Competency Designation* (IBDC.D), a globally-recognized Board and Board Director education & certification.

G O A L S

what to walk away with from today's discussion…



INTRODUCTION

modern challenge

In our accelerating business environment, organizations often struggle not from lack of intelligence or strategy, but from the inability to make aligned, meaningful decisions quickly enough.

INTRODUCTION

maturity path

Hidden forces that slow organizational responsiveness, including information overload, governance friction, consensus drag, and strategic hesitation.

Improve decision velocity, accelerate execution, reduce organizational friction, and create greater strategic clarity in environments defined by constant change, disruption, and increasing complexity.

1

Why Decision Velocity Matters

the background

In an environment defined by disruption, complexity, and accelerating change, the ability to move from information to action has become a competitive differentiator.

Organizations rarely fail because they lack intelligence.
They fail because they cannot align, decide, and execute quickly enough.

WHY DECISION VELOCITY MATTERS

the concept

1) Speed has become a strategic advantage

Markets, technologies, competitors, and customer expectations now change faster than traditional decision cycles.

2) Delayed decisions are decisions

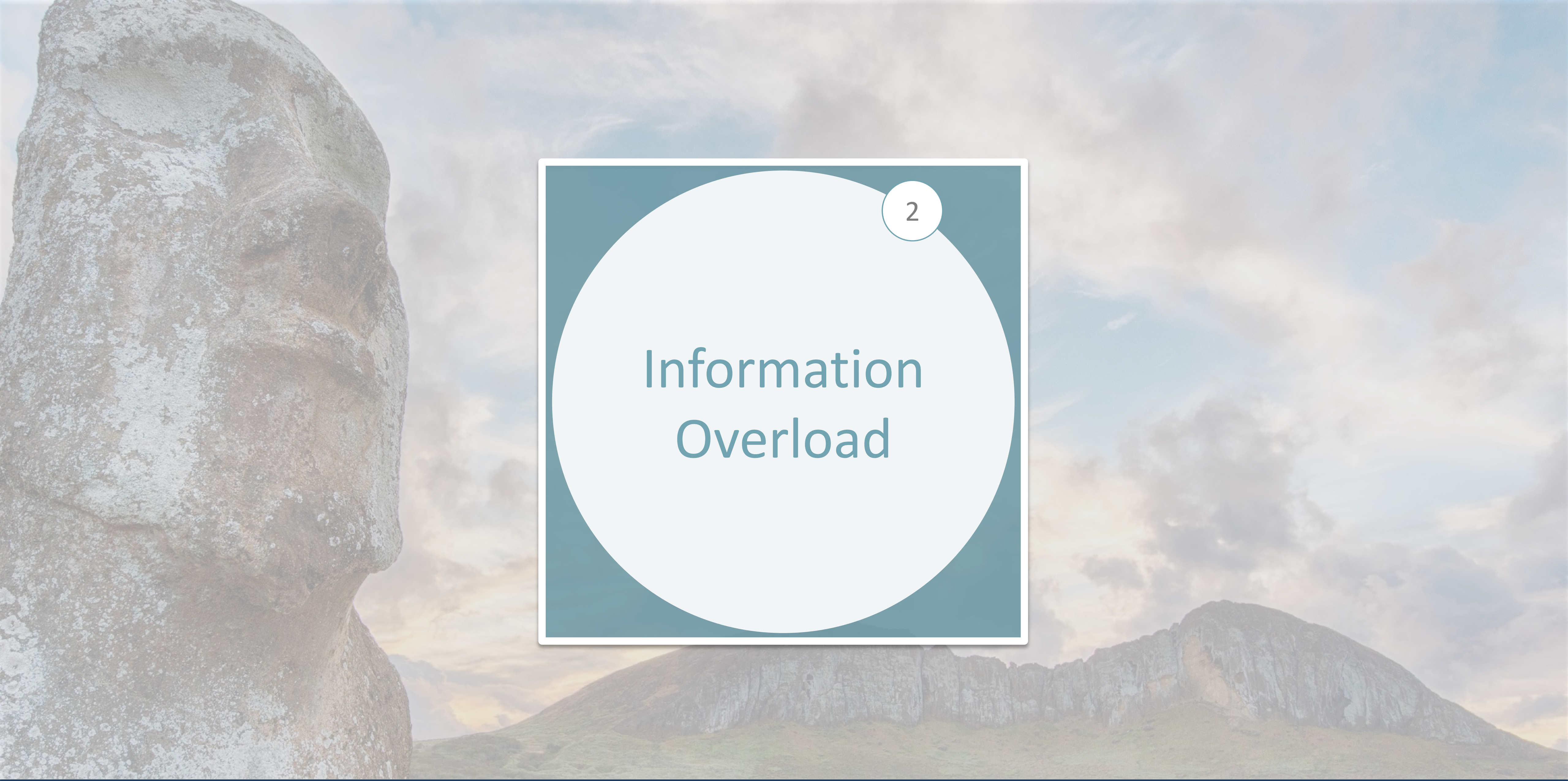
Inaction often carries greater risk than making an imperfect but informed decision.

3) Decision velocity drives execution

Organizations cannot execute faster than they can decide.

Boardroom Insight

"The Board is responsible for overseeing long-term organizational competitiveness. If decision-making is consistently slow, the organization's strategy, responsiveness, and ability to create value are all impaired."



2

Information Overload

INFORMATION OVERLOAD

the background

Organizations have access to more information than ever before, yet many leaders struggle to act because they are overwhelmed by data, reports, dashboards, and competing inputs.

INFORMATION OVERLOAD

the concept

1) More information does not automatically create better decisions

Excessive data can obscure rather than clarify priorities.

2) Analysis paralysis is increasingly common

Teams often continue gathering information long after sufficient information exists.

3) Strategic clarity matters more than data volume

Leaders need relevant insights, not endless reporting.

Boardroom Insight

"Boards frequently receive large volumes of material before meetings. Effective governance requires focusing on the information that materially affects risk, strategy, performance, and future outcomes rather than becoming lost in excessive detail."

3

Governance Friction

GOVERNANCE FRICTION

the background

Governance exists to improve organizational performance and oversight. However, poorly designed structures, unclear authority, and unnecessary approval layers can unintentionally slow decision-making.

GOVERNANCE FRICTION

the concept

1) Unclear decision rights create delays

Teams hesitate when ownership and authority are ambiguous.

2) Too many approvals reduce responsiveness

Excessive escalation can slow execution and discourage initiative.

3) Good governance enables speed

Effective governance creates clarity, accountability, and confidence.

Boardroom Insight

"Boards should regularly evaluate whether governance structures are enabling effective oversight or creating unnecessary organizational drag. Governance should be an accelerator, not a bottleneck."


4
Consensus
Drag

the background

Collaboration is valuable, but organizations often confuse alignment with unanimous agreement. The pursuit of excessive consensus can delay action and weaken accountability.

CONSENSUS DRAG

the concept

1) Consensus should inform decisions, not prevent them

Seeking endless agreement can create organizational stagnation.

2) Leadership requires making decisions amid disagreement

Waiting for complete alignment is often unrealistic.

3) Clear accountability improves decision speed

Someone must ultimately own the decision.

Boardroom Insight

"Boards routinely balance diverse perspectives. Effective Boards encourage robust discussion while maintaining the discipline to reach decisions and move forward without endless deliberation."

5

Strategic Hesitation

the background

Many organizations recognize emerging risks and opportunities but delay action due to uncertainty, fear of being wrong, or concern about stakeholder reactions.

STRATEGIC HESITATION

the concept

1) Uncertainty is now permanent

Leaders cannot wait for perfect visibility before acting.

2) Strategic opportunities often have expiration dates

Delayed action can eliminate competitive advantage.

3) Confidence comes from preparedness, not certainty

Organizations must learn to act with incomplete information.

Boardroom Insight

"Boards are frequently called upon to guide organizations through uncertainty. Their ability to support informed risk-taking can significantly influence organizational responsiveness and long-term success."

6

Building a High-Velocity Decision Environment

the background

Organizations that consistently make quality decisions at speed intentionally design systems, processes, and cultures that support rapid alignment and execution.

the concept

1) Decision rights should be clearly defined

Everyone should understand who decides, who advises, and who executes.

2) Strategic priorities must be visible

Clear priorities simplify decision-making throughout the organization.

3) Trust accelerates decisions

High-trust organizations spend less time validating and revalidating every action.

Boardroom Insight

"Boards influence organizational design, leadership accountability, governance structures, and culture. These factors collectively determine how quickly the organization can respond to change."

7

Key Takeaways & Leadership Action

KEY TAKEAWAYS & LEADERSHIP ACTIONS

the background

Decision velocity is not about making faster decisions. It is about creating the conditions that allow organizations to make high-quality decisions quickly and consistently.

KEY TAKEAWAYS & LEADERSHIP ACTIONS

the concept

1) Decision velocity is an organizational capability

It can be designed, measured, and improved.

2) The goal is speed with judgment

Fast decisions without quality create risk / quality without speed creates irrelevance.

3) Competitive advantage increasingly belongs to responsive organizations

Organizations that align, decide, and execute faster are often better positioned to succeed.

Boardroom Insight

"The Board's responsibility extends beyond oversight of today's performance. It must ensure the organization is structured and governed to remain responsive, competitive, and resilient in an environment of continuous change."

KEY TAKEAWAYS & LEADERSHIP ACTIONS

warning signs

What are the warning signs that an organization is suffering from low decision velocity?

- Repeated revisiting of previously made decisions
- Excessive approval layers
- Constant requests for more data
- Meetings that end without decisions
- Slow responses to market changes
- Strategic initiatives that linger without execution
- Frequent escalation of routine decisions

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1:1

Group

On-Demand

https://www.pfisterstrategy.com/exceptionalboarddirector *are you prepared?*

Q&A

Know the cost of delay

Design Decision rights & assign authority

Enhance speed with judgement

Contact Mark at mark@pfisterstrategy.com

Board Director Education + Certification details https://www.pfisterstrategy.com/exceptionalboarddirector

M A R K   A .   P F I S T E R

Biography

Non-Executive Director, CEO, and Chief Board Consultant

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With a strong focus in Strategy, Governance, and Technology / Cybersecurity, Mark A. Pfister is CEO & Chief Board Consultant of M. A. Pfister Strategy Group, an executive advisory firm that serves as a strategic advisory council for executives and Boards in the public, private, nonprofit, and private equity (PE) sectors. He is also Founder & CEO of the International Board Director Competency Designation (IBDC.D) education and certification program, a Board Director certification course recognized globally, and was previously Chairman & CEO of Integral Board Group, a specialized Board services and consulting company. Mr. Pfister is a *'Board Macro-Influencer'* and his success has been repeated across a wide range of business situations and environments. He prides himself on being a coach and mentor to senior executives and Directors. In Board Director circles, Mr. Pfister has earned the nickname *'The Board Architect.'*

The overarching theme throughout his career has been his aptitude in leadership positions, passionate focus on people, unique governance models, and ability to create value for shareholders and stakeholders through innovative business strategies and operational excellence. Michael Lorelli, Executive Chairman of Rita's Franchise Company, has said, *"Mark's unusual combination of excelling at a macro and micro grasp of business, genuine interest in Governance, and ability to coach and mentor a Management Team make him a terrific Independent Director."*

Mr. Pfister is a certified project management professional and frequently serves as an expert Project Executive, consulting on global programs/projects in their initiation and operational phases, as well as programs requiring remedial focus to bring them back on track. He has deep knowledge and experience in Board design & operations, strategic planning, business transformation, technology implementations, decisioning processes, certification & continuing education programs, executive coaching, and governance models.

Mr. Pfister was CEO of Pro4ia, Inc., an international consulting and professional services company specializing in a wide range of technology solutions utilizing formal Project Management as a proven and repeatable delivery method. With a Fortune 50 client list, Pro4ia was Citibank's Nominee for Crain's *Magazine 'Entrepreneurship of the Year'* Award in 2005. He simultaneously served as CEO of Onit, Inc., a national sourcing company specializing in placements for all levels of technology skill sets. Mr. Pfister was also the Regional Program Office Leader for American Express leading some of the largest technology transformation initiatives in the company's history. He served as a Licensed Engineering Officer in the U.S. Merchant Marine, holds a B.S. from the State University of New York Maritime College in Facilities Engineering, and completed Harvard Business School's Executive Education Program for Board Directors.

Mr. Pfister is the creator of the *'Board as a Service'* (BaaS) engagement model, an industry he is credited with inventing. He is a Master Speaker and conducts international speaking tours, lectures, and seminars focused on effective leadership, strategy, Board architecture, becoming an exceptional Board Director candidate, professional project/program management, and entrepreneurship.

His popular book, *'Across The Board: The Modern Architecture Behind an Effective Board of Directors,'* an Amazon best-seller with circulation in over 70 countries, has influenced an entire new generation of Board Directors.

Mr. Pfister is a proficient Board Director and CEO with experience across multiple industry verticals. He is typically the Chair, or a member of the Strategic Planning Committee, Governance Committee, Technology & Cybersecurity Committee, and has deep Nominating Committee experience. Mr. Pfister's experience as an internationally renowned Board Consultant, having guided and coached hundreds of Boards, Board Committees, and Board Members across public, private, nonprofit, and private equity (PE) verticals, additionally offers up unique and informed viewpoints to the companies he serves.

He holds an *International Board Director Competency Designation* (IBDC.D) through M. A. Pfister Strategy Group, is a certified *Project Management Professional* (PMP) through the Project Management Institute, earned a *Global ESG Board Certification* (GCB.D) through Competent Boards, holds a *Certified Cyber Intelligence Professional* Board Certification (CCIP) through the McAfee Institute, and previously held an *Executive Masters Professional Board Certification* through the American College of Corporate Directors (ACCD).