Category

Commercial Excellence

C-Suite Commercial Excellence Steering Committee & Governance Playbook

Giving commercial excellence genuine executive ownership, not a committee that meets and changes nothing

- Executive
- Intermediate
- Template Included

- Administrator
- 18 January 2018
- 3 minute(s)

Overview

A framework for establishing a C-suite commercial excellence steering committee and governance structure — clear decision rights, substantive review cadence, and genuine cross-functional accountability — avoiding the common failure mode of a steering committee that exists on paper without actually driving commercial decisions.

Isn't a steering committee just another layer of meetings without

real impact on commercial performance? It can become that without clear decision rights and genuine accountability — a committee that reviews metrics without authority to make or enforce cross-functional commercial decisions is largely ceremonial, while one with clear decision rights can genuinely resolve the cross-functional friction that undermines commercial performance.

What decisions should genuinely require steering committee

authority versus remain with individual function leaders? Decisions requiring cross-functional trade-offs — resource allocation between sales and marketing, pricing governance affecting multiple business units — while function-specific execution decisions should remain with individual leaders to avoid unnecessary centralization.

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