

— STRUCTURAL ADVISORY

ENGAGEMENT PATHWAYS

What your answers pointed to — and how to find out,
with confidence, what to do next.

COHERENT BY DESIGN. CREDIBLE OVER TIME.



— WHAT WE LOOK AT

You built the program. You sent the communications. You ran the launch.

Now you're the one who has to show it's working — that people are actually engaging, that participation is holding, that this is worth continuing into next year's budget.

That's the hard part. You can control the message. You can control the strategy. You can't always control whether the rest of the organization is set up to make it true.

Sometimes the fix really is the message — sharper, clearer, better timed. Just as often, it's something underneath it: who actually has the authority to act on this, what's really being rewarded, or whether the experience holds up the same way for everyone it was promised to, and not mostly for the people already closest to power.

Our first job is finding out which — before either one gets rebuilt on a guess.



YOU DON'T NEED TO KNOW THE ANSWER BEFORE WE BEGIN

You may have one specific decision in front of you.

You may already sense that the issue reaches across several parts of the organization.

Or you may simply know that something is not working the way you expected and not yet understand why.

All three are legitimate starting points.

Your Commitment Inquiry gives us an initial view based on what you shared. It does not diagnose your organization, and it does not determine in advance what work you need.

You also do not need to assemble everything before we talk. We begin with the minimum information necessary to understand the question and ask for additional evidence only when it is relevant to answering it.

From here, the question that matters is: **What do you need to understand well enough to make your next decision with confidence?**



— WHAT MAY COME NEXT

01

COMMITMENT INQUIRY

You've already completed this step. Your responses gave us an initial pattern and a place to begin — not a conclusion. We have not yet reviewed organizational evidence or formed a judgment about what is producing the result.

02

A FOCUSED INQUIRY OR ASSESSMENT

If there is one specific decision to make, an Executive Inquiry is often enough. If the cause is not yet clear, or the issue crosses several parts of the organization, a Coherence Assessment is usually the better starting point.

03

ADDITIONAL WORK, ONLY IF THE FINDINGS SUPPORT IT

What comes after that might involve strategy, communications, alignment, implementation, research, governance, or continuing advisory. We do not determine that in advance. The evidence tells us what the organization needs next — not the other way around.

You don't have to choose the engagement before speaking with us. We'll start with the decision or concern in front of you and recommend the smallest amount of inquiry necessary to answer it responsibly.

We're not trying to move you into the next engagement. We're trying to get you to your next sound decision.



— THE CORE COMPARISON

DIFFERENT QUESTIONS REQUIRE DIFFERENT LEVELS OF INQUIRY

The appropriate starting point depends on what you need to understand — not on which engagement is larger.

	COMMITMENT INQUIRY	EXECUTIVE INQUIRY	APPLIED COHERENCE ASSESSMENT	FULL COHERENCE ASSESSMENT
When this becomes useful	"Something's off, but I can't fully explain it yet."	"I have one decision to make and I need real evidence behind it."	"This isn't landing the way we expected, and I need to know why before I explain it upward."	"This touches too many parts of the organization for one team to answer alone."
What we'd need to understand	What you're observing.	The evidence relevant to one decision.	The parts of the organization most likely to be shaping the result.	How the commitment is defined, communicated, supported, experienced, measured, and governed.
Typical timing	~10 minutes	7–15 business days	4–8 weeks	8–16 weeks
Starting investment	Complimentary	\$5,000	\$20,000	\$40,000
What you'll be able to do next	Know where a closer look may be warranted.	Make a specific decision with greater confidence.	Decide what actually needs to change.	Make larger structural and governance decisions with a fuller evidence base.

ONE THING WORTH KNOWING

The Executive Inquiry does not have to come before a Coherence Assessment. They answer differently shaped questions. If you have one specific decision to make, the Executive Inquiry may be enough. If you already know the question is larger than one decision — or you genuinely do not know what is causing the result you are seeing — it is usually faster and more useful to begin directly with an Applied Coherence Assessment.



— ENGAGEMENT · 01

EXECUTIVE INQUIRY

For a consequential decision that doesn't require a full organizational assessment

STARTING AT \$5,000 · 7–15 BUSINESS DAYS

Sometimes you do not need to study the whole organization. You need enough evidence to make one important decision well.

WHAT WE EXAMINE

One clearly defined decision or question, using only the evidence necessary to answer it responsibly. That may include:

- Up to five relevant documents.
- A conversation with the executive sponsoring the question.
- Up to two additional conversations when they are necessary to understand the evidence or decision context.

The inquiry stays deliberately focused. We are not trying to turn one question into a broader assessment unless the evidence shows that the answer genuinely depends on something larger.

WHAT YOU'LL RECEIVE

A concise decision brief that distinguishes:

- What the available evidence supports.
- What remains uncertain.
- What those findings mean for the decision in front of you.
- What, if anything, warrants a closer look.

We then talk through the findings together — not simply send you a report and leave you to interpret it on your own.

THIS MAY BE ENOUGH WHEN

You have one consequential decision to make and need an independent, evidence-informed view before you act.



— ENGAGEMENT · 02

APPLIED COHERENCE ASSESSMENT

When you know something isn't working, but you don't yet know why

STARTING AT \$20,000 · 4–8 WEEKS

You may already be seeing it: engagement dropped off after the first few months, participation looks different team to team, or the initiative leadership funded isn't producing what you promised — and you're the one who has to explain why.

The difficult question is often not what is happening. It is what is producing it.

WHAT WE EXAMINE

We examine the parts of the organization most likely to explain the result you are seeing — relevant decisions, systems, leadership practices, communications, operating conditions, ownership, resources, stakeholder experience, and performance evidence.

The objective is to examine enough of the organization to test plausible explanations without assuming every part of the system needs to be studied to get there.

WHAT YOU'LL UNDERSTAND

- What appears to be producing the result.
- Where the evidence is strong, partial, or inconclusive.
- Which conditions are supporting the commitment.
- Where contradictions or constraints are working against it.
- What warrants action first.

The assessment is designed to distinguish what is supported by evidence from what is merely plausible, suspected, or still unknown.

THIS IS OFTEN THE RIGHT STARTING POINT WHEN

You know something is not working the way you intended, but you genuinely do not know why yet — and you need a real answer before deciding what to do about it.



— ENGAGEMENT · 03

FULL COHERENCE ASSESSMENT

STARTING AT \$40,000 · 8–16 WEEKS

When no single function controls enough of the system to explain — or change — the result on its own

Some organizational commitments cannot be understood by looking at one function, one program, or one part of the employee or stakeholder experience. The result may depend on how leadership decisions, communications, operating systems, incentives, resources, ownership, measurement, and governance are interacting across the organization. That requires a wider field of view.

WHAT WE EXAMINE

The complete relevant picture of the commitment, including how it is:

- Defined.
- Communicated.
- Aligned across leadership and functions.
- Translated into operating conditions.
- Activated in practice.
- Experienced by employees or other stakeholders.
- Measured.
- Governed over time.

WHAT YOU'LL RECEIVE

- What is supporting the commitment.
- What is working against it.
- Where evidence is strong, incomplete, or contradictory.
- Which conditions are producing the most consequential effects.
- What leadership decisions are required.
- What should happen next.

The engagement may also include executive and board briefings, along with a roadmap for the structural, operational, communication, or governance work that the evidence supports.

THIS BECOMES USEFUL WHEN

The issue crosses leadership decisions, functions, systems, employee or stakeholder experience, measurement, or governance — and you need to understand how those pieces are interacting before making a larger decision.



— ENGAGEMENT · 04

ORGANIZATIONAL COMMITMENT PORTFOLIO ANALYSIS

When individually reasonable priorities stop making sense together

STARTING AT \$60,000

Organizations often evaluate culture, workforce, brand, transformation, purpose, and social-impact commitments one at a time. Employees and leaders experience them together.

A culture initiative may require one set of behaviors while a transformation program rewards another. A customer promise may depend on workforce conditions that the organization has not funded. Multiple initiatives may rely on the same leaders, teams, operating capacity, or budget without anyone seeing the cumulative demand.

Each priority can make sense on its own. The portfolio may not.

WHAT WE EXAMINE

We examine where organizational commitments depend on the same:

- People.
- Leadership attention.
- Operating capacity.
- Resources.
- Systems.
- Decisions.
- Capital.

Then we examine whether those commitments are reinforcing one another, competing with one another, or creating conditions that work against one another.

WHAT YOU'LL UNDERSTAND

- Where commitments reinforce one another.
- Where they compete for the same organizational capacity.
- Where one priority is undermining another.
- Where investment is being diluted or duplicated.
- Which tradeoffs leadership actually needs to make.
- How the portfolio should be governed going forward.

This becomes useful when the question is no longer whether one initiative is working. It is whether the organization is asking its people, systems, leadership, and capital to sustain more commitments than they can coherently support.

— BUILDING THE JUDGMENT TO LEAD THIS WORK INTERNALLY

EXECUTIVE EDUCATION & WORKING SESSIONS

STARTING AT \$5,000, DEPENDING ON FORMAT AND DEPTH

Sometimes the next useful step is not an assessment. Leadership may first need a common way to understand the issue, distinguish symptoms from structural conditions, examine a difficult question together, or make a decision using a shared frame.

The format follows the need.

That may mean an executive briefing, board discussion, facilitated working session, or focused workshop. Some are designed primarily to build shared understanding. Others conclude with a decision, governance structure, working artifact, or clearer direction for what leadership needs to examine next.

EXAMPLES OF EXECUTIVE EDUCATION TOPICS

■ THE STRUCTURAL CONDITIONS OF BELIEVABLE COMMUNICATION

What makes organizational communication believable in practice?

■ FROM COMMITMENT TO OPERATING CONDITIONS

Translating a stated priority into decisions, systems, and daily practice.

■ COMMITMENT OWNERSHIP & DECISION RIGHTS

Matching accountability to actual authority across functions.

■ GOVERNING COMMITMENTS OVER TIME

Building the review cadence and escalation paths that prevent drift.

■ WHAT EVERY ORGANIZATIONAL COMMITMENT REQUIRES

Defining a commitment clearly enough to communicate, operationalize, and govern it.

■ HOW TO RECOGNIZE STRUCTURAL CONTRADICTION

Reading early signals before they become visible, costly patterns.

■ EVIDENCE DISCIPLINE FOR COMMITMENT OWNERS

Distinguishing activity from performance, and signal from finding.

■ INTRODUCTION TO ORGANIZATIONAL COMMITMENT PORTFOLIOS

Seeing what your commitments are producing together, not just individually.

— WHERE TO BEGIN

YOU DON'T NEED TO KNOW WHICH PATHWAY YOU NEED

You've already taken the most useful first step: you described what you're seeing.

Your Commitment Inquiry gives us enough context to begin a more useful conversation about the situation in front of you.

We'll start with questions such as:

- What are you seeing that brought you here?
- What decision, if any, are you trying to make?
- What do you already know?
- What are you still uncertain about?
- What would you need to understand before you could move forward with confidence?

From there, we'll determine together whether the answer requires a focused inquiry, a broader assessment, an executive working session — or simply a conversation that helps you clarify the question itself.

We're not trying to move you into the next engagement. We're trying to get you to your next sound decision.

Underneath most of what you're weighing right now is one question: is this actually built to deliver what you promised — or does it just look like it is?

TALK THROUGH WHAT I'M SEEING

COHERENT BY DESIGN. CREDIBLE OVER TIME.

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This guide is intended to help you understand what kind of inquiry may be appropriate for the decision in front of you. Scope, deliverables, and investment for any specific engagement are determined only after a conversation about your actual question, available evidence, and organizational context. It does not constitute a proposal, quote, or commitment to engage.