



Executive Contract Decision Governance Course

4 – 15 January 2027
Tokyo

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Ref: 598_145966 **Date:** 4 – 15 January 2027 **Location:** Tokyo **Fees:** 15000 Euro

Overview

Executive Contract Decision Governance Course is a ten-day course for executives and senior contract owners who leave with an Executive Contract Decision Book. Participants connect business outcomes, sourcing choices, contract models, risk allocation, delegated authority, performance signals, exposure reviews, changes, claims, and intervention decisions. The course develops executive judgment and documented governance without turning leaders into contract administrators or legal drafters. Agile Leaders Training Center presents executive contract governance as a disciplined system of decision gates and accountable records.

Who Should Attend

- Leaders accountable for business outcomes delivered through major contracts
- Sponsors approving sourcing, contract-model, and risk-allocation decisions
- Functions setting delegated authority and escalation boundaries
- Senior owners reviewing supplier performance, exposure, changes, and claims
- Executives deciding when to intervene, renegotiate, remediate, or exit

The course assumes experience with commercial or project decisions; it excludes detailed drafting, legal advice, and routine contract administration.

Departments and Industries

The course supports leadership groups governing strategic agreements and contracted delivery.

- Executive leadership, business units, and project sponsorship
- Procurement, contracts, commercial, finance, and legal support
- Infrastructure, construction, engineering, and facilities
- Energy, manufacturing, transport, and logistics
- Technology, telecommunications, healthcare, and outsourced services

Learning Objectives

By the end of this course, participants will be able to:



- Align contracting choices with business outcomes and value drivers
- Evaluate contract models, commercial structures, and strategic dependencies
- Challenge risk allocation and approve documented risk positions
- Design delegated-authority, decision-gate, and escalation controls
- Interpret performance, exposure, change, and claim signals
- Choose and document proportionate executive interventions

Course Agenda

Day 1: Business Outcomes and Contracting Intent

- Business Outcome and Value Driver Map
- Contracting Intent Statement Canvas
- Stakeholder Outcome Alignment Grid
- Strategic Dependency Assessment
- Executive Success Criteria Register

Day 2: Sourcing Choices and Market Position

- Make-Buy-Partner Decision Framework
- Supply Market Capability Scan
- Sourcing Route Comparison Matrix
- Competition and Dependency Trade-Off Map
- Market Engagement Decision Gate

Day 3: Contract Models and Commercial Structures

- Delivery Model Evaluation Matrix
- Pricing Structure Exposure Map
- Incentive Alignment Design Checklist
- Interface and Accountability Model
- Commercial Model Approval Record

Day 4: Risk Allocation and Executive Challenge

- Risk Appetite and Contract Exposure Map
- Risk Ownership Capability Test
- Allocation Fairness and Control Review
- Residual Risk Acceptance Matrix
- Executive Risk Challenge Questions



Day 5: Authority, Governance, and Decision Gates

- Delegated Authority Boundary Chart
- Contract Decision Rights Matrix
- Governance Forum and Cadence Design
- Approval Evidence Standard
- Decision Gate Assurance Checklist

Day 6: Performance and Value Signals

- Outcome-to-Measure Traceability Map
- Supplier Performance Signal Dashboard
- Value Leakage Indicator Register
- Service and Delivery Exception Review
- Executive Performance Narrative Template

Day 7: Exposure, Change, and Claim Oversight

- Contract Exposure Heat Map
- Change Portfolio Decision Board
- Claim and Counterclaim Signal Review
- Contingency and Recovery Option Matrix
- Commercial Position Confidence Scale

Day 8: Escalation and Intervention Decisions

- Escalation Threshold Design Method
- Intervention Option Appraisal Grid
- Renegotiate-Remediate-Exit Decision Tree
- Executive Intervention Mandate
- Decision Consequence Review

Day 9: Assurance and Decision Accountability

- Contract Governance Assurance Map
- Independent Challenge Question Set
- Decision Assumption and Evidence Log
- Accountability and Follow-Through Tracker
- Lessons-to-Policy Feedback Loop



Day 10: Executive Contract Decision Integration

- Exercise: Test a Sourcing and Contract Model Decision
- Exercise: Challenge a Risk Allocation Position
- Exercise: Diagnose Performance and Exposure Signals
- Exercise: Select and Mandate an Executive Intervention
- Capstone Exercise: Executive Contract Decision Book

Practical Exercises

The course uses suggested activities to practice executive judgment across strategic contracting decisions.

- Suggested activity: compare sourcing routes for a technology services dependency.
- Suggested activity: challenge risk allocation for an infrastructure delivery model.
- Suggested activity: interpret performance and exposure signals in a facilities contract.
- Suggested activity: select an intervention for a logistics supplier with recurring exceptions.

FAQs

How does executive contract governance differ from contract administration?

Executive contract governance sets outcomes, risk appetite, authority, decision gates, oversight, and intervention boundaries, while administration manages daily notices, records, instructions, and transactions.

Which decisions belong at executive level?

Executive decisions include strategic sourcing, contract models, material risk acceptance, authority exceptions, major changes, exposure responses, interventions, and exit or recovery choices.

What makes a contract decision defensible?

A defensible decision records its objective, options, assumptions, evidence, risks, authority, rationale, consequences, owner, and follow-through requirements.

How should leaders interpret contract performance signals?

Leaders should connect operational measures to business outcomes, distinguish isolated variance from structural exposure, test the narrative, and decide whether escalation or intervention is proportionate.

What is the Executive Contract Decision Book?

It is a course work product containing decision maps, challenge questions, authority controls, signal reviews, option appraisals, mandates, and accountable decision records.



Conclusion

Participants leave with an Executive Contract Decision Book that supports choices from contracting intent through performance and intervention. Its tools help leaders connect value, risk, authority, evidence, and consequence so that major contract decisions remain traceable, proportionate, and aligned with business outcomes.