

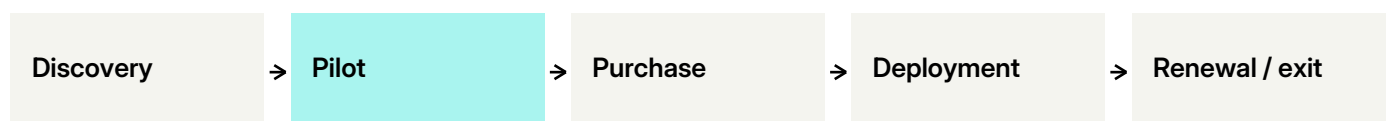
F05 / BUYING COMMITTEE AND TRUST

Make the buying decision clear

Map the legitimate decision, the responsible roles and the evidence needed for the next commitment.

SESSION	TEAM	OUTPUT
75 minutes + follow-up	Commercial + customer roles	A confirmed next commitment

01 CONFIRM THE ACTUAL APPROVAL PATH



Example stages only. The customer may combine, repeat or omit them. Approval for one stage does not approve the next.

02 GIVE EVERY ROLE AN EVIDENCE RECORD

Decision right

What does this role own?

Evidence needed

What would address the concern?

Confirmed next step

Who agreed to do what, by when?

Unidentified > identified > requirement confirmed > reviewed > recorded

NEXT DECISION

Agree the next legitimate commitment.

A supportive contact is not the same as purchasing authority.

Evidence reviewed does not mean approved. Sources and limits: page 5.

DECISION AND ROLE EVIDENCE

Map the responsibility behind the decision

Confirm the customer's actual process. A role may be held by one person, several people or the business owner.

SPECIFIC NEXT COMMITMENT / WHAT REMAINS OUTSIDE ITS SCOPE

RECENT COMPARABLE PURCHASE / POLICY OR REPORTED PRACTICE?

Role / decision right	Concern in own terms	Evidence / acceptance condition	Confirmed by / status / date

UNIDENTIFIED RESPONSIBILITY / ABSENT REVIEWER / UNRESOLVED CONDITION

APPROVAL PATH AND COMMITMENT

Confirm the next mutual action

Use states for the decision: unidentified, identified, requirement confirmed, evidence reviewed, decision recorded.
Reviewed does not mean approved.

Stage / decision	Preceding condition	Responsible authority / process basis	Evidence / outcome / date

CONFLICTING REQUIREMENTS / UNKNOWN APPROVAL / RESOLUTION OWNER

CUSTOMER NEXT ACTION / OWNER / DUE DATE

SUPPLIER NEXT ACTION / OWNER / DUE DATE

DECISION CONDITIONS / AGREED CHANNEL / REVIEW TRIGGER

ILLUSTRATIVE EXAMPLE

Support is scoped to a decision

A hypothetical Saudi private distributor's commercial director supports an assistant. The authorisation covers staff time for scoping only.

Role	Evidence needed for its responsibility
Procurement	Evidence that missing delivery terms are flagged.
IT	A data-flow description and a permissions test.
Finance	Full review, software and support cost.
Contract authority	Scope, acceptance conditions and exit terms.
Frontline buyers	A usable way to challenge incorrect extractions.

NEXT COMMITMENT

Seek permission for a bounded, redacted sample assessment.

An unresolved IT question remains open. A later decision is needed for paid deployment. The director coordinates the review without overriding another role's responsibility.

For a public entity, create and verify a separate procurement path. Do not transfer the private distributor's route.

FACILITATION AND SOURCES

Run the session

Prepare the inputs in the research companion. Retain evidence, unknowns and counterexamples with the decision record.

10 MIN	Define the next decision Specify what is being authorised and what is outside scope.
15 MIN	Reconstruct the approval path Use a recent comparable purchase, including one that stopped.
15 MIN	Map responsibilities Name the outcome, technical, budget and contract owners.
15 MIN	Translate concerns into evidence Ask each role to confirm its acceptance condition.
10 MIN	Find gaps and conflicts An absent reviewer has not implicitly agreed.
10 MIN	Agree the next commitment Record actions for both parties, owners and deadlines.
REVIEW	Reopen when conditions change Scope, price, staff or data changes may require a new decision.

SELECTED SOURCES / ACCESSED 16 SEP 2026

Webster + Wind / Organisational buying model / 1972

UK GDS/CDDO / Define your purchasing strategy

NIST / AI RMF Core / version 1.0, 2023

Original decision-rights and evidence map, not a sales-performance model. Historical buying research was reviewed through available records, with access limits in the companion. Evidence reviewed does not mean approved. No influence or win-probability score is implied.

Full ledger and access limits: companion.html. Original dotSuper artwork. Reference links identify the underlying sources, not endorsement.