



OBEYA
association

GOVERNING PERFORMANCE IN THE AGE OF AI

O·b·e·y·a

(noun, plural: O-be-ya's)

A structured, adaptive workspace that drives organizational change by promoting continuous learning and collaboration through social interactions, with a focus on Visual Management and cross-functional teamwork.



AUTHOR
SHAURYA SINGH

Performance will not be determined by those who know more, but by those who can decide.

AI forces organisations to shift from insight generation to decision architecture, making ‘decision quality’ the defining governance challenge of our time.

Organisations that invest in AI are getting faster at generating insight. What most people are not getting better at is deciding what to do with it. The gap between data richness and decision quality is widening.

This article by Shaurya Singh argues that Obeya is one of the few management systems capable of closing that gap by creating what she calls “intelligent choice architectures”: environments deliberately designed so that better decisions are easier and more reliable to make.

By sharing Shaurya’s perspective, we aim to show what separates an Obeya that improves information flow from one that improves decision governance, and why that distinction matters more than ever in an AI-enabled world.

This article helps practitioners raise the quality of their own Obeya practice, gives leaders a sharper language for what good governance actually looks like, and positions Obeya as a serious response to one of the most pressing organisational challenges of our time.



SHAURYA SINGH

Freelancer: Customer Success,
Paris, France

Shaurya’s work on systems thinking and organizational learning underpins the ambition behind Obeya Association: to advance Obeya as a shared learning environment rather than a fixed method.

This report contributes to that ambition by documenting Obeya as a visual management system —making complexity visible, supporting collective sense-making, and strengthening alignment and decision-making across contexts.

THE GOVERNANCE PROBLEM



Research shows:

- 72% of leaders say the sheer volume of information and lack of trust in it have at times slowed their decision-making (Oracle, 2023)
- 80% have made strategic decisions based on flawed information (CMGA study, cited in Quantive, 2024), at an estimated cost of \$15 million per year (Gartner, cited in Quantive, 2024)
- As AI shapes up to 50% of business decisions (Gartner, 2027 projection), organisations are not getting clearer, instead, they are only getting noisier.

The problem is not a technology gap. Leaders are not short on data. They are short on clarity. And no dashboard yet is able to solve that.



72% of leaders say data volume has paralysed their decision-making



80% have made strategic decisions on flawed or incomplete information



\$15M lost annually on average due to poor decisions



50% of business decisions will involve AI by 2027 - but AI cannot hold accountability

THE DESIGN PRINCIPLES

Three principles, drawn from MIT Sloan Management Review / Tata Consultancy Services research across six major industries:



- A shared view of reality - fewer dashboards, not more. Constructed around the questions that actually drive decisions, filtered for relevance, interpreted collectively
 - An explicit trade-off discipline - most misalignment does not come from people wanting different outcomes. It comes from people holding different assumptions about what matters most when outcomes conflict
 - Owned accountability - insight without ownership is not a decision. It is a recommendation waiting to be ignored
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“Competitive advantage now flows not from better human judgment alone, but from building superior systems that expand, refine, and optimise the choices humans ultimately make.”

(MIT Sloan Management Review / TCS, 2025)

URGENCY & RATIONALE

Trigger

- Fewer than 4 in 10 executives believe their organisation is genuinely data-driven - despite years of investment in analytics infrastructure (Deloitte, 2019)
- Organisations with strong decision cultures were twice as likely to significantly exceed their business goals - the differentiator was not the technology, it was the decision-making culture around it (Deloitte, 2019)
- 57% of organisations operate at low decision maturity, with few teaching decision skills or providing tools to support them (Deloitte, High Impact Decision Intelligence, 2026)
- As AI is projected to augment or automate up to 50% of business decisions by 2027 (Gartner, 2025), the gap between insight generation and decision quality is not closing - it is widening

85%

of people say the inability to make decisions is having a negative impact on their quality of life:

36% have experienced spikes in anxiety

33% have missed opportunities

29% have partaken in unnecessary spending

26% have experienced crushed confidence

25% have had decision paralysis

Solving the Decision Dilemma

ORACLE

Objective

Position Obeya to provide the decision architecture that AI cannot. It governs how collective decisions are made - turning information into shared understanding, shared understanding into aligned judgment, and aligned judgment into committed action.

Context

As AI systems expand across organisations, human capacity for judgment, alignment, and accountability becomes the scarcest and most valuable organisational resource. 85% of people say the inability to make decisions is harming their quality of life." (Oracle, Decision Dilemma, 2023). 57% of organisations operate at low decision maturity, with few teaching decision skills or providing tools to support them. (Deloitte High Impact Decision Intelligence, 2026)

FROM INSIGHT TO ACTION

The flow Obeya creates:

1. **Shared information:** strategic priorities, performance gaps, and decision points made visible in a single integrated space
2. **Collective interpretation:** assumptions surfaced and debated before execution begins, not after
3. **Explicit trade-offs:** competing priorities resolved in the room, not in corridors
4. **Owned decision:** accountability made visible alongside the decision itself

“On average, human-AI combinations performed significantly worse than the best of humans or AI alone.” (Vaccaro, Almaatouq & Malone, Nature Human Behaviour, 2024)
Simply introducing AI into existing workflows can increase confidence without improving clarity... (MIT Sloan Management Review reported on this finding, December 2025)



CHALLENGES & ENABLERS



BARRIER

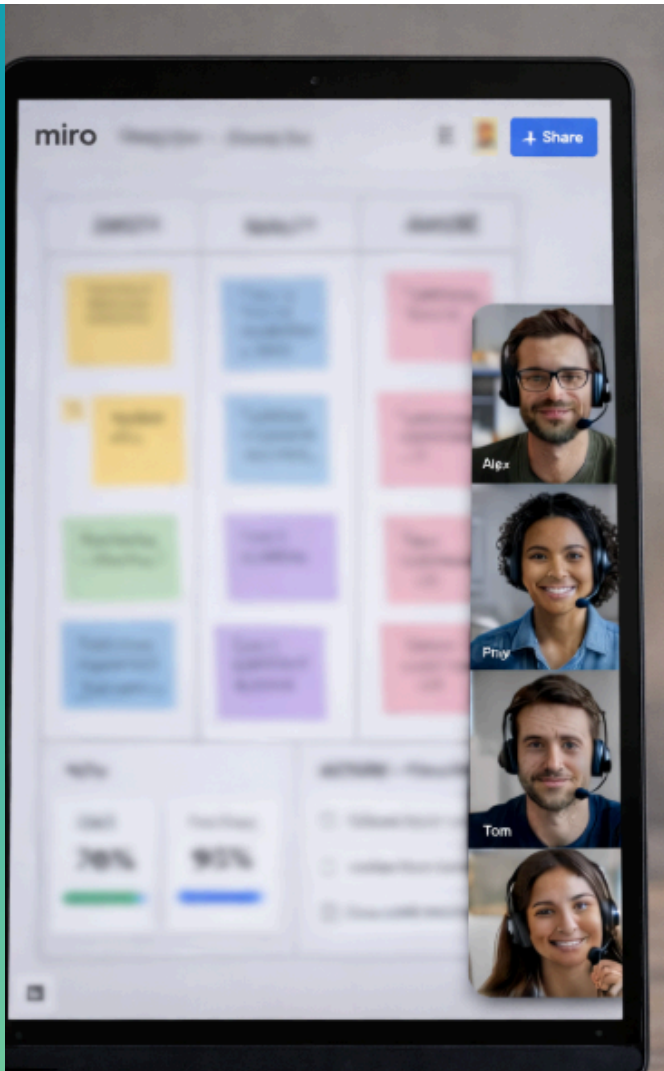
- Too many perspectives.
- Different definitions of the problem.
- Teams were used to working in isolation.



ENABLER

- Shared visibility of all inputs
- Explicit trade-offs
- Clear decision ownership

LAYOUT, STRUCTURE & ARCHITECTURE



What the decision-ready Obeya looks like in practice:

- **A dedicated decision lane:** items explicitly flagged as requiring a decision, not just a status update, with named owner and deadline
- **A trade-off panel:** competing priorities made visible side by side so the room cannot avoid the conversation
- **An AI input panel:** machine-generated signals and recommendations displayed with confidence scores, surfaced for human interrogation, not acceptance
- **A decision log:** outcomes recorded in the room, ownership assigned, follow-up dated

"In a setting where all relevant people have access to the same information in a condensed format and accessible to all, decisions are more easily made, and therefore take less time." (Aasland & Blankenburg, 2012)



Shared Reality
Same data, seen together



Trade-offs
Priorities compared, not defended



Ownership
Every decision has a clear owner



Cadence
Decisions happen regularly, not reactively

OUTCOMES & VALUE



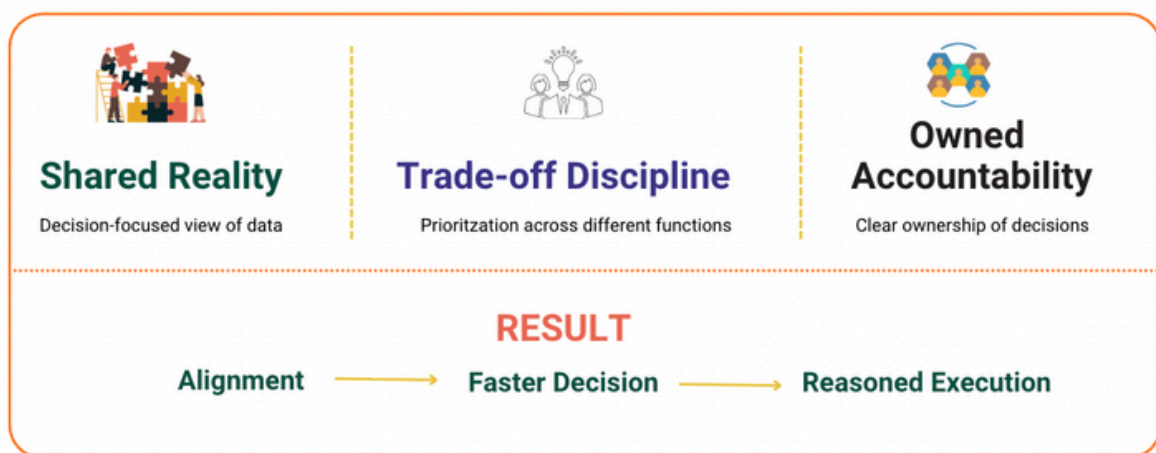
Return On Investment

- Organisations with strong data cultures were twice as likely to significantly exceed their business goals (Deloitte, 2019)
- iObeya reports that organisations using its platform accelerate decision-making by up to 35% within 90 days (iObeya, vendor claim)
- Human-AI combinations without redesigning workflows produce no measurable improvement in decision quality; the redesign is the lever (MIT Sloan, 106 studies)
- 80% of organisations make decisions based on flawed information (CMGA study, via Quantive, 2024), at an estimated annual cost of \$15M (Gartner, via Quantive, 2024); structured decision environments directly address this loss.

What good looks like

- Teams from different functions stand in front of the same information with a shared obligation to decide - not to report
- The question is never "what does the data say?" It is "what are we deciding, who owns it, and by when?"
- AI outputs are treated as inputs to human judgment, not substitutes for it
- Trade-offs are made explicit before execution begins, not after misalignment surfaces

The architecture of performance



AI SUGGEST, HUMAN DECIDES

As AI starts suggesting decisions, the risk is not that Obeya disappears. The risk is that teams stop thinking for themselves and start agreeing with the system.

WHAT OBEYA FIXES

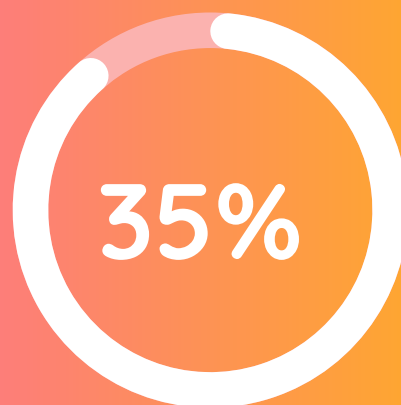
- Breaks silos by bringing cross-functional teams into one shared space
- Creates alignment by making strategy, work, and outcomes visible together
- Enables faster decisions by reducing unnecessary discussions and rework

WHY IS THIS MORE IMPORTANT NOW THAN EVER?

Obeya connects strategy to execution in one place, making decisions visible, shared, and owned. In a world where AI generates more options than teams can process, this structure becomes critical to avoid fragmentation and misalignment.



of business decisions will be AI-augmented by 2027 (Gartner, 2025 projection)



iObeya reports decision-making speed improves by up to 35% within 90 days (iObeya, claim).