



FOURTH
ROOM

Fourth Room

The new architecture for decision-making

powered by TAMADA

The Pattern In Distributed, Cross-Cultural Organisations



The call ends with the sense that everyone is aligned, the minutes go out, and execution begins. Six weeks later you find out you were not aligned at all.

One part of the organisation read the decision differently. Another adjusted it quietly to fit local reality. A third has not moved. Nobody disagreed on the call, and nobody is wrong now, but the decision was performed in the meeting and rewritten by whoever had to live with it.

The cost is familiar to anyone who has run a global team. Rework, delayed launches, duplicate initiatives, conflicting moves across regions or business units, and leadership teams discovering divergence in quarterly reviews instead of in week two.

The deeper cost is trust. Each cycle teaches the centre that it cannot rely on the edges and teaches the edges that the centre does not understand their reality.

The way work happens has changed faster than the way work gets decided. Teams are project-based, remote, distributed across time zones, drawn from different functions and different cultures. The tools changed. The meeting and the decision-making process did not.

Most organisations still get everyone on a call, talk it through, and treat the absence of objection as alignment. In a single-office company that worked. In a global, distributed, cross-cultural one it produces the pattern above.

The main issue is that the structure of the meeting is designed for a context that no longer exists. Neuroscience adds another lens: under pressure, teams default to status, habit and risk-avoidance, which makes real disagreement even less likely to appear in the room and more likely to emerge later in execution.

What Fourth Room Is



*The new architecture for decision-making,
designed for organisations that work across borders, time zones and cultures.*

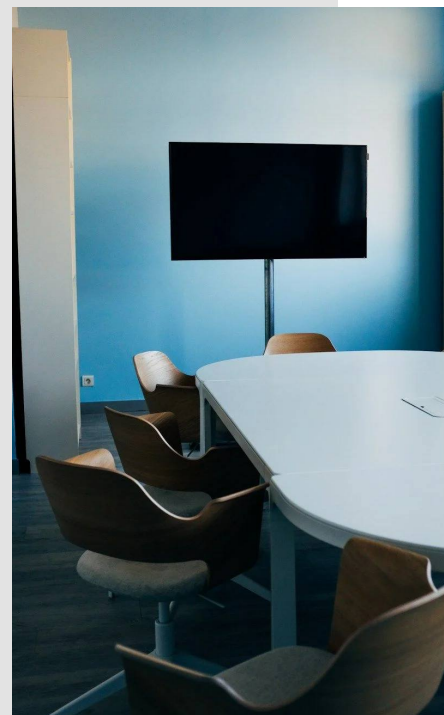
Fourth Room draws on neuroscience, decades of running global teams and a practical obsession with how decisions really travel across regions. It changes how a global decision is shaped, tested, made and tracked, so that disagreement surfaces before the meeting rather than after, the people closest to execution help shape the decision before it is locked, and what each team does after the decision is visible in real time rather than discovered in a quarterly review.

The Fourth Room system makes sure three things are always true after a major decision. The decision itself is clear. It is genuinely accepted by the people who must live with it. And everyone knows exactly how to proceed. By making decision criteria explicit, clarifying decision rights and turning each decision into a visible workflow rather than a one-off meeting, it creates a repeatable infrastructure for judgment instead of relying on individual heroics.

Fourth Room is the result of years working inside this exact problem, watching cross-border decisions succeed and watching them fail, and identifying what makes the difference. It reflects how the brain handles stress, status and uncertainty in groups, and designs the process so that clarity, fairness and commitment support better decisions rather than fight against them.

What It Delivers

When the Fourth Room System is in place, remote and distributed teams stop having their decisions rewritten in the field, launches are not delayed for rework, and teams stop running parallel, conflicting initiatives. Money, time and management attention are saved in the three domains where misalignment is most expensive. Financial choices. Operational moves. People decisions. The trust cost also changes. The centre sees that the edges execute what they have committed to, and the edges see that the centre finally understands, and designs for, their reality.



- **One Decision**

A single high-stakes decision chaired end-to-end, leaving behind a tested decision, a formal record and a clear view of how each part of the organisation will execute it.

- **Sustain the Practice**

Fourth Room is installed inside the leadership team so that the decisions that come after this one carry the same standard. The result is a durable decision studio that sits alongside planning and governance processes and quietly raises the quality and reliability of every critical decision the organisation makes.

Why us

Frédéric Donck has spent three decades working with leadership teams across European industry and policy on how decisions are made under pressure. His work focuses on how leaders handle uncertainty, disagreement and risk in real conditions. It is grounded in management practice and informed by formal training in neuroscience, with a focus on how stress, status and group dynamics shape decisions. He is the author of *La décision idéale existe* (Edipro, 2024), a practical work on decision-making under uncertainty.

Ceren Ünal brings a perspective shaped by legal practice, negotiation and regulatory work across jurisdictions. Her work has consistently involved structuring decisions where alignment is not given, interests conflict and consequences are material. She facilitates negotiations, advises on complex regulatory choices and works across institutional and corporate environments where decisions must hold beyond the room.

Together they bring internal leadership decision-making and external pressure, negotiation and constraint into the same room.

If you have a decision your organisation cannot afford to leave to chance, we'd like to hear from you.

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