DRI + PATRON ADVOCATE

Keep one owner. Add the voice of those the decision serves.

DRI
Directly Responsible Individual
Who owns the outcome?

+

P
Patron Advocate
Who speaks for those we serve?

WHAT A DRI IS

At Apple, every action item on a meeting's list has a DRI, a directly responsible individual. One named person owns each outcome, so everyone knows who to ask, and who is accountable.

WHAT A DRI DOES WELL

Clear ownership	Speed	No diffusion
One name per outcome	No waiting on consensus	Responsibility can't scatter

The gap: one owner decides, yet no one is accountable for bringing evidence about the people the decision serves.

ADDING THE PATRON ADVOCATE

The DRI

Still owns the outcome and makes the call. Ownership stays with one person.

Asks before deciding: Whose jobs does this affect, and what evidence do we have from them?

The Patron Advocate

Brings evidence, not opinion
About customers and their jobs to be done, heard before consequential calls.

Holds no veto
The DRI decides. Concerns are recorded, so the reasoning stays visible.

Is not a devil's advocate
The intent is positive. Evidence may just as easily endorse the decision.

RIGOR SCALED TO THE STAKES

Two-way door *Reversible, lower stakes*	The DRI asks one question about whose jobs it affects.
One-way door *Hard to reverse*	A named Patron Advocate writes a short Patron Impact Statement.
Several groups served *Their needs may conflict*	One Patron Advocate per group. When evidence conflicts, ask Why until the shared purpose is clear.

ONE OWNER, INFORMED BY THOSE WE SERVE

Who benefits, and how does this choice serve them?

Sometimes the most important person in a decision is the one who isn't in the room.