

01 | DISCOVERY

Name the decision

Choose work your team already does repeatedly: consequential enough to matter, bounded enough to examine with real facts, rules, and accountable people.

TEAM OR ORGANIZATION	WORKSHOP DATE	FACILITATOR	DECISION OWNER

THE DECISION

When changes or occurs, we decide

so that

WHAT TRIGGERS THIS DECISION?	HOW OFTEN DOES IT OCCUR?
WHEN MUST A DECISION BE REACHED?	WHAT ACTION, PLAN, ALLOCATION, OR APPROVAL DOES IT PRODUCE?
WHO RELIES ON THE RESULT?	WHAT HAPPENS WHEN IT IS LATE, INCONSISTENT, OR HARD TO EXPLAIN?

THE INTENDED OUTCOME	
A SATISFACTORY DECISION MEANS	THE DECISION MUST REMAIN WITHIN
THE RESULT MUST BE AVAILABLE TO	TODAY, WE KNOW IT IS COMPLETE WHEN

02 Name the people and the authority

Responsibility	Named role or team
Supplies or owns source facts	
Owns the rules or policy	
Evaluates alternatives	
Approves the decision	
Carries out the action	
Reviews, audits, or challenges it	

DRAW THE AUTHORITY BOUNDARY

A MODEL MAY CALCULATE	A MODEL MAY COMPARE OR PROPOSE
A MODEL MUST NOT	FINAL AUTHORITY BELONGS TO / UNDER

02 | CURRENT STATE

Reveal the operating model

The decision already has a model, even if it is distributed across spreadsheets, applications, messages, policy documents, and people's judgment. Make it visible.

01 Source facts and revisions

Fact	Source and owner	Time or revision	How corrections arrive	Reported, observed, or assumed?

ASK Which fact changes most often? Which is hardest to reconcile? Can the team identify exactly which version was used?

02 Rules and constraints

Rule or constraint	Type	Where it lives today	Owner / version	Exception or expiry

Types: hard constraint | policy rule | preference | accountable judgment

03 Private copies and interfaces

Copy or interface	What it repeats or transforms	Who uses it	How it stays synchronized	Where disagreement appears
Spreadsheet, app, script, dashboard, email, AI tool, or human process				

☐ Manual re-entry

☐ Copy and paste

☐ Separate formulas

☐ Conflicting defaults

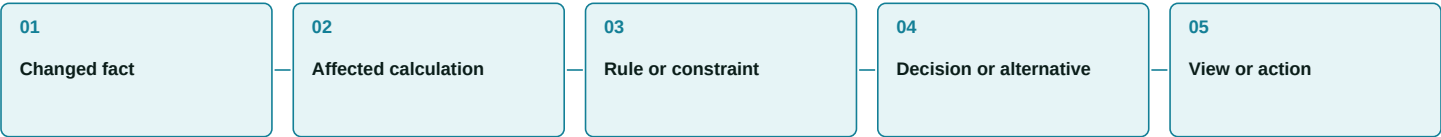
☐ Reconciliation meeting

☐ Unrecorded override

☐ Stale view

☐ Rule held in memory

04 Trace one dependency chain



If the first box changes, can the team explain why the final box moved without reconstructing the process by hand?

Inspect what follows

Use a real historical revision or a clearly labeled hypothetical scenario. Distinguish what is calculated from what is assumed, recommended, or authorized.

THE CHANGE

FACT

SOURCE

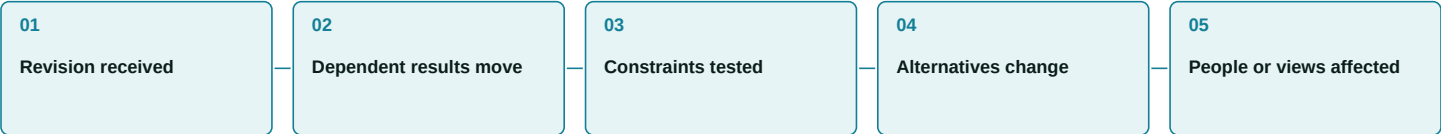
BEFORE

EFFECTIVE TIME OR REVISION

AFTER

SCENARIO TYPE

01 Trace the consequence



02 Compare authored alternatives

Alternative	Finding	Assumptions	Tradeoffs	External action required	Decision owner
	Feasible / conditional / infeasible / unknown				

Unknown is a valid finding when facts, rules, or authority are incomplete. Do not turn missing evidence into false certainty.

BUILD THE EXPLANATION RECORD

☐ Facts: source, time, revision

☐ Rules: owner and version

☐ Dependency path that moved

☐ Rejected alternatives and reasons

☐ Uncertainty or missing information

☐ Model or calculation version

☐ AI contribution and human review

☐ Authorizing person or policy

KEEP THE CLAIMS SEPARATE

Source fact

Reported or observed by a named source

Assumption

Chosen for analysis or a scenario

Authored rule

Approved logic used in the evaluation

Calculated result

Output from identified facts and rules

Recommendation

Option proposed for consideration

Authorized decision

Choice made by recognized authority

Observed outcome

What was measured after action

DESIGN THE AUTHORITY GATE

WHAT MUST BE VISIBLE BEFORE APPROVAL?

HOW IS APPROVAL, REJECTION, OR REVISION RECORDED?

WHO REVIEWS IT?

WHAT REMAINS OUTSIDE THE MODEL'S AUTHORITY?

04 | EVALUATION

Design a bounded evaluation

Evaluate one recurring decision under controlled conditions. Compare observed evidence with a named current-state baseline before proposing broader transformation.

PILOT STATEMENT

For _____, use _____ facts and _____ rules to support _____ decision across _____ cases or time period, without replacing _____ authority or system unless separately approved.

01 Bound the work

Include	Explicitly exclude or defer
One recurring decision	
Named users and decision owner	
Source facts, revisions, rules, and constraints	
Required views or outputs	
Historical, synthetic, shadow, or approved live mode	
Fallback process and stop condition	

02 Choose three to five measures

Measure	Current baseline	Observation method	Evaluation result	Evidence owner
Time from source change to updated decision				
Manual reconciliation effort				
Agreement across purpose-fit views				
Ability to reconstruct why a result moved				
Correct application of agreed test cases				

Record the baseline first. Report observed results with method, period, and limitations. A target is not a measured outcome.

SAFEGUARDS

☐ Source and rule owners confirmed
☐ Correctness test cases approved
☐ Security and privacy review scoped
☐ Human approval remains recognizable
☐ Fallback path documented
☐ AI-generated material identified and reviewed

READINESS REVIEW

☐ Decision repeats and matters
☐ Facts have named sources and revisions
☐ Rules can be made explicit
☐ Authority is identifiable
☐ A current baseline can be measured
☐ Evidence can be independently inspected

COMMIT THE NEXT STEP

DISPOSITION

NEXT ACTION

OWNER

BY

UNRESOLVED QUESTION