

Phase 0 Forms Kit

Fourteen forms for running a decision-centred discovery and proof cycle: from the readiness gate that lets it start, to the register that says whether it worked.

Centre of Excellence and Strategy

People

Process

Data

Technology

Governance

WHAT THIS KIT IS

DecisionPrism treats the decision, rather than the tool or the pilot, as the unit of value. Six lanes coordinate around each decision, and each lane produces an artifact that another lane consumes.

These forms are those artifacts. Each one names its owner, what it needs before you start, what it asks for, and the bar it has to clear before the next lane can move.

HOW TO USE IT

Work down the numbers. F-01 is a gate: nothing after it is worth starting until it is complete. F-02 through F-08 are discovery. F-09 through F-12 are design. F-13 decides. F-14 checks, thirty to ninety days later.

Fill them by hand, or run them digitally. Each form names the tool on the Strategic Systems Exchange that runs it, holds the artifact, and enforces the bar.

THE ONE RULE

An artifact without its acceptance bar met is not a handoff. The lane downstream should not start on it, and saying so early is cheaper than discovering it in the demo.

Every form ends with that bar. It is short on purpose. If you cannot honestly tick it, the finding is the value.

Artifact Index

Every form, the stage it belongs to, the lane that owns it, the lanes that depend on it, and the tool that runs it.

FORM	TITLE	STAGE	OWNED BY	CONSUMED BY	RUNS IN
F-01	Engagement Readiness Checklist	Mobilise	PMO	Every lane	Phase 0 Control Room
F-02	Decision Inventory	Discover	Process, with Governance	Governance, Data, Technology, People	Decision Cartographer
F-03	Use Case Card	Discover	Centre of Excellence and Strategy	Every lane	Portfolio Sequencer
F-04	Value and Sequencing Worksheet	Discover	Centre of Excellence and Strategy	PMO, sponsor, portfolio	Portfolio Sequencer
F-05	Stakeholder Map and Persona Profile	Discover	People	Process, Technology, Governance	Adoption Diagnostic
F-06	Current-State Workflow and Exception Log	Discover	Process	Data, Governance, Technology, People	Decision Cartographer
F-07	Data Source Catalogue and Source of Truth	Discover	Data	Technology, Governance, Centre of Excellence	KPI Feasibility Verdict
F-08	KPI Feasibility Worksheet	Design	Data	Centre of Excellence, Technology, sponsor	KPI Feasibility Verdict
F-09	Technology Fitment Scorecard	Design	Technology, with each lens scored by the lane that owns it	Centre of Excellence, PMO, every lane	Fitment Bench
F-10	Governance Decision Matrix	Design	Governance	Technology, Process, People	Sentinel
F-11	Decision Rights (RACI)	Design	People, with Governance	Process, Technology, PMO	Adoption Diagnostic
F-12	Activation Path Selection	Design	Technology, with the Centre of Excellence	PMO, sponsor, every lane	Fitment Bench
F-13	Readiness and Go / No-Go Record	Validate	PMO, with the Centre of Excellence	Sponsor, every lane, the next phase	Phase 0 Control Room
F-14	Results Register	Measure	Centre of Excellence and Strategy, with Data	Sponsor, portfolio, every future use case	Portfolio Sequencer

HOW THE FORMS CHAIN

STAGE	FORMS	WHAT IT SETTLES	THE GATE IT HAS TO CLEAR
Mobilise	F-01	Whether the work can honestly start	Every row has an owner, a date and a status
Discover	F-02, F-03, F-04, F-05, F-06, F-07	What the work actually is, who it touches, and what can be trusted	The current state is described from observation
Design	F-08, F-09, F-10, F-11, F-12	What will be measured, who decides, and the lightest thing that delivers it	Scope is locked and every constraint is written down
Validate	F-13	Whether to proceed, and on what conditions	Acceptance criteria predate the build, and were not edited
Measure	F-14	Whether the hypothesis that won the work its place was right	The result is recorded whether or not it flatters us

The Six Lanes

00

Each lane owns a set of artifacts and, just as importantly, does not own the others. Most Phase 0 trouble is not a missing skill, it is two lanes quietly deciding the same thing, or neither of them deciding it at all.

LANE	OWNS	DOES NOT OWN
Centre of Excellence and Strategy	Intake, scoring, sequencing, portfolio memory	The project plan, dashboards, and the delivery backlog
People	Stakeholders, personas, decision rights, adoption	Workflow design, data modelling, architecture
Process	Jobs to be done, current and future workflow, exceptions	Tool selection, data quality, risk policy
Data	Source of truth, quality, freshness, KPI feasibility	Dashboards, use case priority, the technical build
Technology	Fitment, the activation path, the prototype	The business problem, use case priority, adoption strategy
Governance	Decision rights, approvals, evidence, authority at the moment of action	Workflow design, tool selection, use case content

One person may hold two lanes. The lanes stay separate: two lanes means two sets of artifacts and two acceptance bars, and the capacity risk belongs on the readiness checklist rather than in week three.

WHAT EACH LANE HANDS TO WHOM

LANE	HANDS OVER	WHICH LANES CANNOT MOVE WITHOUT IT
Centre of Excellence and Strategy	The ranked shortlist, and the reasoning behind the rank	All of them. Until this exists, design effort spreads across too many candidates
Process	Jobs to be done, the current and future workflow, the exception catalogue	People, Data, Governance, Technology
People	Personas, decision rights, named adoption risks	Process, Technology, Governance
Data	Source of truth per field, the data model, the KPI verdict	Technology, Governance, Centre of Excellence
Governance	Decision rights, approval thresholds, evidence rules	Technology, Process, People
Technology	The fitment scorecard, the activation path, the prototype	All of them

And the PMO? Normal engagement oversight, the same as on any engagement. It is not a seventh lane and owns none of the judgments above. It produces the conditions the six work under: the cadence, the dependency picture and the decision log, which is why F-01 and F-13 are its forms rather than any lane's.

Handoffs are artifact based, not meeting based. A lane is unblocked by a finished artifact that clears its bar. It is not unblocked by an update saying the artifact is nearly ready.

Engagement Readiness Checklist

F-01

OWNED BY

PMO

PRODUCED

Before discovery begins

CONSUMED BY

Every lane

Discovery starts only when these items are complete. This is a gate, not a milestone. Skipping it does not save a week, it moves setup into the week you meant to spend on discovery.

HAVE THESE IN FRONT OF YOU

- Signed scope
- Named sponsor
- Access request paths
- This forms kit, distributed to lane owners

	ITEM	OWNER	DATE	STATUS
☐	Sponsor named, and the decisions the sponsor personally owns are written down			
☐	One accountable owner named for each of the six lanes			
☐	Working calendar agreed: sessions booked, not proposed			
☐	Stakeholder list drafted, including the groups nobody has spoken to yet			
☐	Initial opportunity inventory drafted, however rough			
☐	System and data access requested, each with the date submitted and the stated turnaround			
☐	Shared workspace stood up for artifacts, decisions and open issues			
☐	Policy, risk and compliance source material collected			
☐	Prototype or pilot environment path confirmed with whoever grants it			
☐	Forms distributed, and every lane owner has read the ones they own			
☐	Capacity risk recorded where one person holds two lanes			

On access: record a request as the date submitted plus the turnaround you were told, never as a due date. A due date hides the arithmetic that turns a ten working day service level into a week three problem on the day it was raised.

Open items blocking the start

ITEM	WHO CAN UNBLOCK IT	REQUESTED ON	EXPECTED BY	WHAT IT HOLDS UP

THIS FORM IS DONE WHEN

- Every row has an owner, a date and a status.
- No row is blank because nobody wanted to be the one to say no.
- Capacity risk is written down now, not discovered in week three.

Decision Inventory

F-02

OWNED BY

Process, with Governance

PRODUCED

Discovery

CONSUMED BY

Governance, Data, Technology, People

The decision is the unit of value. Before redesigning any workflow, list the decisions inside it, including the ones nobody calls decisions.

HAVE THESE IN FRONT OF YOU

- Current-state workflow draft (F-06)
- Operator availability
- Recent real cases, not the procedure document

ID	WHAT IS BEING DECIDED (START WITH A VERB)	WHO DECIDES TODAY (ROLE)	WHAT TRIGGERS IT	HOW OFTEN	INPUTS RELIED ON	REVERSIBLE?

Sweep test: walk every step and ask what would happen if the person doing it were replaced by someone with no context. Whatever breaks was a decision. Most of the decisions that matter are not on anyone's process map.

Which decision, if it went wrong, costs the most?

State the cost in the unit the business already tracks.

Which decision is made most often?

Frequency multiplies everything, including the errors.

THIS FORM IS DONE WHEN

- Every step in the workflow has been swept, not just the steps with a diamond on them.
- Each decision names a role rather than a person.
- Frequency is counted from a real window, not estimated in a workshop.

Use Case Card

F-03

OWNED BY

Centre of Excellence and Strategy

PRODUCED

Intake, then updated through the engagement

CONSUMED BY

Every lane

The card is the artifact. An idea without a complete card does not get a score, and an idea without a score does not get a place in the ranking.

HAVE THESE IN FRONT OF YOU

- Stakeholder ask, market signal, or a lesson from a previous use case
- Decision Inventory (F-02)
- Business context

1. Decision to improve

Which recurring decision is at stake? Not which system, which decision.

2. User and job to be done

Who makes the call, and what job are they trying to get done?

3. Value hypothesis

What measurable outcome, in what unit, by how much?

4. Affected process

Where does this decision live today?

5. Required data

Which inputs does the improved decision need?

6. Risk class

Regulatory, financial, reputational, or operational, and why.

7. Effort estimate

Build and integration complexity, in the sizing the portfolio already uses.

8. Time to value

When does the value actually land, not when does the build finish?

9. Recommended priority

Go, hold, or defer.

10. Sequencing rationale

Why now, or why not now?

Open questions this card cannot answer yet

QUESTION	WHICH LANE ANSWERS IT	WHICH FORM IT LANDS ON	BY WHEN

Raised by _____ on _____ · last updated _____

THIS FORM IS DONE WHEN

- All ten fields are filled in. A card with a blank field is not scoreable.
- The value hypothesis names a number and a unit, not a direction.
- The card is stored where the next person can find it in six months.

Value and Sequencing Worksheet

F-04

OWNED BY

Centre of Excellence and Strategy

PRODUCED

Prioritisation

CONSUMED BY

PMO, sponsor, portfolio

Rank the portfolio on cost of delay over duration, so that sequencing is an argument about numbers rather than an argument about who spoke last.

HAVE THESE IN FRONT OF YOU

- A complete Use Case Card (F-03) for every candidate
- Strategic priorities
- Portfolio history, including what was rejected before

USE CASE	BUSINESS VALUE	TIME CRITICALITY	RISK REDUCTION OR OPPORTUNITY	COST OF DELAY (SUM)	DURATION	SCORE	RANK

Score = cost of delay divided by duration. Score each component on the same scale across the whole portfolio, in one sitting, by the same group.

Calibration check: a cost of delay column with no low scores in it is separating nothing. If everything is critical, rescore, starting with the item you would actually drop first.

If an item is too large to rank honestly, what is the smaller slice?

Name the slice that would earn its own place in the ranking.

Decision and signature

Who signed this ranking, and on what date?

THIS FORM IS DONE WHEN

- Every scored item has a complete card behind it.
- The scale actually separates: the column is not all fours and fives.
- Items that were rejected are kept, with the reason, because they come back.

Stakeholder Map and Persona Profile

F-05

OWNED BY

People

PRODUCED

Discovery

CONSUMED BY

Process, Technology, Governance

Adoption fails quietly. This form makes the failure visible while there is still time to do something about it.

HAVE THESE IN FRONT OF YOU

- Stakeholder list from readiness (F-01)
- Current-state workflow (F-06)
- Decision Inventory (F-02)

Part A. Stakeholders

ROLE OR GROUP	POWER	LEGITIMACY	URGENCY	POSITION TODAY	WHAT THEY NEED TO HEAR, AND FROM WHOM	OWNED BY

Score power, legitimacy and urgency high, medium or low. A group that is high on all three and has not been spoken to is the finding, not the row.

Part B. Persona at the decision point

Role, and how many people hold it

What they do at the decision point today

What they will be asked to do instead

What they lose

Time, discretion, standing, or the part of the job they actually like.

Named resistance, and where it bites

Awareness, desire, knowledge, ability, or reinforcement. Pick one and say why.

Mitigation, and what kind of mitigation it is

Training only answers a knowledge gap. Say what this one answers.

Would they override the system, and under what conditions?

THIS FORM IS DONE WHEN

- Every impacted group has a named person against it.
- Every resistance is written against the barrier it actually comes from.
- No mitigation is the word 'training' with nothing behind it.

Current-State Workflow and Exception Log

F-06

OWNED BY

Process

PRODUCED

Discovery

CONSUMED BY

Data, Governance, Technology, People

Capture the work as it actually happens. A future state designed on top of a procedure document automates a fiction.

HAVE THESE IN FRONT OF YOU

- Stakeholder map (F-05)
- System inventory
- Recent real cases
- Two operators who do the work, released for the session

Part A. The steps as observed

#	WHAT ACTUALLY HAPPENS	WHO DOES IT	SYSTEM USED	TYPICAL DURATION	HANDS OFF TO	DECISION POINT	REWORK LOOP

Part B. Exceptions

EXCEPTION	HOW OFTEN (COUNT, SAMPLE SIZE, WINDOW)	WHO HANDLES IT	WORKAROUND USED	WRITTEN DOWN ANYWHERE?

Count exceptions from a real sample. A frequency that was typed in rather than counted will be wrong in the direction that makes the case look better.

Part C. Provenance

OBSERVED BY (OPERATOR 1)	OBSERVED BY (OPERATOR 2)	SESSIONS RUN	WINDOW OBSERVED	DATE

THIS FORM IS DONE WHEN

- Real steps captured, with owners named.
- Every decision point marked, and cross-checked against the Decision Inventory (F-02).
- Exceptions counted from a sample, with the sample size stated.
- Reviewed by two people who do the work, not by one person who manages it.

Data Source Catalogue and Source of Truth

F-07

OWNED BY

Data

PRODUCED

Discovery

CONSUMED BY

Technology, Governance, Centre of Excellence

Decide, per field, which system wins, and what happens when two systems disagree. This is the form that stops a prototype being built on a guess.

HAVE THESE IN FRONT OF YOU

- Current-state workflow (F-06)
- Use case card (F-03)
- Access tracker from readiness (F-01)
- Existing data dictionary, if there is one

FIELD OR ENTITY	CANDIDATE SYSTEMS	SOURCE OF TRUTH	TIE-BREAKER WHEN THEY DISAGREE	OWNER	ACCESS PATH AND LEAD TIME	FRESHNESS AT THE MOMENT OF DECISION

Quality

FIELD	KNOWN ISSUES	QUALITY SCORE, OR 'NOT ASSESSED'	WHAT THE GAP BLOCKS

'Not assessed' is an honest entry and belongs on this form. 'Assumed good' does not.

THIS FORM IS DONE WHEN

- Every field has a named source of truth and a stated tie-breaker.
- Every access path has an owner and a lead time, both written down.
- Gaps are recorded rather than smoothed over.

KPI Feasibility Worksheet

F-08

OWNED BY

Data

PRODUCED

Design

CONSUMED BY

Centre of Excellence, Technology,
sponsor

Establish, before anyone promises a number, whether the number can actually be measured. A KPI defined after launch measures whatever the build happened to produce.

HAVE THESE IN FRONT OF YOU

- Value hypothesis from the Use Case Card (F-03)
- Source catalogue (F-07)
- Future-state workflow

KPI name

Which decision it informs

If it informs no decision, it is a report, not a KPI.

Exact definition

Write the formula. Numerator, denominator, exclusions.

Baseline value, and how it was measured

Target, and the measurement window

Source fields, and their source of truth from F-07

Freshness needed at the moment of action, against freshness available

Proxy used? If yes, its definition and its limitation

A proxy offered without its limitation is a quieter version of a promise you cannot keep. Both halves or neither.

Verdict (choose one, and state the reason)

	ITEM	OWNER	BY WHEN
☐	Measurable now, with the sources and access already in place		
☐	Measurable with work, and the work is named and owned below		
☐	Not measurable in this phase, and here is why		

Reason, and what changes the verdict

THIS FORM IS DONE WHEN

- Every KPI has a formula, not a name.
- Every proxy carries its limitation.
- A verdict of 'not measurable' has been accepted as a useful result rather than argued away.

Technology Fitment Scorecard

F-09

OWNED BY

Technology, with each lens scored by the lane that owns it

PRODUCED

Design

CONSUMED BY

Centre of Excellence, PMO, every lane

Score an option across all ten lenses, with the right scorer on each lens, so that the weak spot is visible before the build rather than after the demo.

HAVE THESE IN FRONT OF YOU

- Future-state workflow
- Source catalogue (F-07)
- Candidate options

Option being scored

LENS	THE QUESTION IT ASKS	SCORED BY	SCORE	RATIONALE
Business fit	Does it serve the outcome that matters?	CoE		
Process fit	Does the workflow support it as it stands?	Process		
Data fit	Are the inputs trusted and fresh enough?	Data		
Governance fit	Are the controls embedded, not bolted on?	Governance		
User fit	Will the people who must use it use it?	People		
Architecture fit	Does it sit inside the stack you run?	Technology		
Integration fit	Does it connect cleanly to what it needs?	Technology, Data		
Security fit	Is access scoped, and sensitive data handled?	Governance, Technology		
Operational fit	Is it supportable on day two?	Technology, PMO		
Time to value fit	Does value land in weeks, not quarters?	CoE, PMO, Technology		

Scale

1

Poor fit. Blocks this phase.

2

Weak fit. Needs a major workaround.

3

Workable for a proof.

4

Strong fit.

5

Ready to scale.

Do not average. A single low score is a finding. Nine high scores do not cancel it out. A lens scored on behalf of a lane that does not own it is marked out of lane and carried to the activation decision that way.

Lowest score, and what it blocks

Lenses scored out of lane, and by whom

THIS FORM IS DONE WHEN

- All ten lenses scored, each by the lane that owns it.
- Every score carries a rationale, in the scorer's own words.
- The lowest score is written up as a constraint on the next form, not averaged away.

Governance Decision Matrix

F-10

OWNED BY

Governance

PRODUCED

Design

CONSUMED BY

Technology, Process, People

Locate authority inside the workflow. Governance that lives in a policy document is not enforced. The control point is authority at the moment the action binds to reality.

HAVE THESE IN FRONT OF YOU

- Decision Inventory (F-02)
- Future-state workflow
- RACI in draft (F-11)
- Regulatory and policy source material

DECISION (FROM F-02)	RISK CLASS	ACCOUNTABLE (ONE NAME)	APPROVAL AND THRESHOLD	ESCALATION WHEN EXCEEDED	EVIDENCE CAPTURED	BLOCKED BY DEFAULT

Three checks, on every governed decision

	ITEM	OWNER	WHERE RECORDED
☐	Intent captured before the action: who wants what, to what end, under which constraints, on whose authority		
☐	Validation before the action: is it in scope, is the authority current, have conditions changed, allow or deny or escalate		
☐	Trace after the action: what happened, who approved, which policy version, what evidence, what changed		

Override: who may, and what revalidation it triggers

Retention: how long evidence is kept, and by which system

THIS FORM IS DONE WHEN

- Every decision in the workflow has exactly one accountable name.
- Approval thresholds are numbers, not adjectives.
- Evidence requirements are specified before the build, not reconstructed after it.

Decision Rights (RACI)

F-11

OWNED BY

People, with Governance

PRODUCED

Design

CONSUMED BY

Process, Technology, PMO

Settle who decides, who does the work, who is asked and who is told, before the first handoff rather than during the first disagreement.

HAVE THESE IN FRONT OF YOU

- Stakeholder map (F-05)
- Future-state workflow
- Governance decision matrix (F-10)

ACTIVITY	PMO	COE	PEOPLE	PROCESS	DATA	TECH	GOV	NOTES

A is accountable and signs off, and there is only one. R does the work. C is consulted before the decision. I is informed after it.

The one rule: exactly one accountable per row. Two A values means you have none, unless the joint accountability was designed and agreed in advance, in which case name both people in the notes and say what each signs.

Signature

LANE	OWNER	SIGNED	DATE

THIS FORM IS DONE WHEN

- Every activity has exactly one accountable owner.
- Every lane owner has signed their own column, not had it signed for them.
- Disagreements were resolved on this form rather than deferred.

Activation Path Selection

F-12

OWNED BY

Technology, with the Centre of Excellence

PRODUCED

Design

CONSUMED BY

PMO, sponsor, every lane

Choose the lightest option that delivers the outcome. Start low, validate, and earn the next rung. A model is not the default starting point.

HAVE THESE IN FRONT OF YOU

- Fitment scorecard (F-09)
- Governance decision matrix (F-10)
- KPI feasibility verdict (F-08)

Outcome required, in one sentence

The ladder. Tick the lightest option that delivers the outcome, then say in one line why each lighter option was rejected.

	RUNG	WHAT IT MEANS	WHY REJECTED, IF LIGHTER THAN THE CHOICE
☐	1. Configuration only	Change a setting. Nothing is built.	
☐	2. Report or dashboard	Surface what already exists.	
☐	3. Workflow change	Re-route or simplify the work itself.	
☐	4. Lightweight prototype	Prove the priority decision, at small scale.	
☐	5. Integration	Connect systems that already exist.	
☐	6. Robotic process automation	Automate a repeatable manual task.	
☐	7. Custom application component	Build only the part that is genuinely missing.	
☐	8. Predictive or generative model	Introduce a model where nothing lighter will do.	
☐	9. Autonomous action within guardrails	The system acts, inside stated limits.	

Constraints carried from the fitment scorecard

Name each low-scoring lens and what it forces you to do.

Explicitly not in scope

Trade-offs accepted

Scope locked on (date), and signed by

Reviewed by the Centre of Excellence on _____ · PMO informed on _____

THIS FORM IS DONE WHEN

- The chosen rung is the lightest one that still delivers the outcome.
- Every lighter rung has a written reason for rejection.
- Constraints from the scorecard are carried forward rather than left behind.

Readiness and Go / No-Go Record

F-13

OWNED BY

PMO, with the Centre of Excellence

PRODUCED

Validation

CONSUMED BY

Sponsor, every lane, the next phase

Separate the demonstration from the decision. A demonstration is evidence, not a decision to proceed.

HAVE THESE IN FRONT OF YOU

- Working prototype or pilot
- Acceptance criteria agreed in advance
- Everything produced by forms F-01 to F-12

Part A. Readiness across the dimensions

DIMENSION	READY / IN PROGRESS / NOT READY	EVIDENCE	WHAT REMAINS	OWNER	BY WHEN
People					
Process					
Data					
Technology					
Governance					

Part B. Acceptance criteria

CRITERION, AS AGREED BEFORE THE BUILD	PASS OR FAIL	EVIDENCE	TESTED BY

Part C. Recommendation

	ITEM	SIGNED	DATE
☐	Go		
☐	Go, subject to the conditions listed below		
☐	No-go, for the reasons listed below		

Conditions or reasons

Risks carried forward, and who owns each

Sponsor decision, name and date

THIS FORM IS DONE WHEN

- Acceptance criteria were written before the build and were not edited to fit it.
- A failure is recorded as a failure.
- The sponsor's decision is recorded separately from the demonstration.

Results Register

F-14

OWNED BY

Centre of Excellence and Strategy, with Data

PRODUCED

30, 60 and 90 days after go-live

CONSUMED BY

Sponsor, portfolio, every future use case

Check the hypothesis that won this work its place in the ranking. Without measurement, prioritisation is opinion with arithmetic on top.

HAVE THESE IN FRONT OF YOU

- Use Case Card (F-03)
- KPI feasibility worksheet (F-08)
- Baseline as measured before launch

Use case ID, linking back to its card

Target metric, and the agreed window

Value hypothesis, copied exactly as written at intake

Copy it. Do not restate it in the light of what happened.

Go-live date

Actual outcome, measured in the window

Baseline metric, and the date it was measured

Variance against target

What the portfolio learns

Reuse this

What worked and should be the default next time.

Avoid this

What cost time, and what the next team should do instead.

If the outcome missed, what was wrong: the hypothesis, the build, or the adoption?

Next action

	ITEM	OWNER	BY WHEN
☐	Scale		
☐	Tune		
☐	Pause		
☐	Retire		
☐	Rework		

THIS FORM IS DONE WHEN

- The hypothesis on this form is the one written at intake.
- The miss is recorded as carefully as the hit.
- The next action is a decision with an owner, not a sentiment.