

## 1. THE BRIEF

- Primary objective stated in one clear sentence.
- Job-to-be done described in plain language.
- Success criteria made explicit: what “good” or “excellent” looks like.
- Deliverable format (deck, model, report, summary, etc.).
- Why this matters (link to business outcome or priority).
- Critical priority if trade-offs are required.

## 2. THE TEAM

- Responsible | Who does the work (and do they have the bandwidth)?
- Accountable | Who owns the outcome & signs off?
- Consulted | Whose opinion and input matter?
- Informed | Who needs to be kept in the loop?

## 3. THE TOOLS

- Scope and boundaries confirmed (what's in, what's out).
- Constraints identified (time, budget, compliance, tech).
- Inputs, data, and dependencies defined.
- Access to resources confirmed (people, templates, examples).
- Support or escalation paths clear.

## 4. THE TIMELINE

- Final deadline set.
- Interim checkpoints agreed – cadence and for what purpose.
- Update cadence and format agreed (email, slide, call).

## 5. THE VARIABLES

- Top 2-3 risks named with likely mitigations.
- Assumptions tested – “What would make this wrong?”
- Contingency plans noted if context changes.

## 6. ALIGNMENT

- Delegate replays the brief in their own words (30-60s).
- First three actions identified.
- Success criteria, owner, and next checkpoint reconfirmed.