

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.