TRY THIS FOR TWO WEEKS

Mark each *finish line*

On track, off track or can't tell. Then look at where "can't tell" shows up.

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1 Delivered

Is it built and handed over?

On track | Off track | Can't tell

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2 Adopted

Are people working the new way?

On track | **Off track** | Can't tell

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3 Realized

Did the business result show up?

On track | Off track | **Can't tell**

Nobody is collecting evidence yet. Start here.

The finish line *plan*

One page to fill in before the work starts, and check every two weeks.

OPEN WITH *"When we say this is done, which finish line do we mean?"*

	1 Delivered	2 Adopted	3 Realized
THE QUESTION	Is it built and handed over?	Are people working the new way?	Did the result show up?
WHAT WE'LL SEE what people do	EXAMPLE *AI tool live in production for the claims team*	EXAMPLE *Adjusters open the tool first on new claims, by team and week*	EXAMPLE *Managers move the freed time to the claims backlog*
WHAT WE'LL HEAR what people say	EXAMPLE *Operations says "we can run this without the project team"*	EXAMPLE *"I get why we're doing this, and my manager brings it up"*	EXAMPLE *The VP of Operations says the number is hers*
WHAT WE'LL COUNT the number	EXAMPLE *Scope, budget, go-live date*	EXAMPLE *Share of new claims worked in the tool, not logins*	EXAMPLE *Days to settle a claim against the baseline, as finance reports it*
WHO CONFIRMS a name, not a team			
EVERY TWO WEEKS	☐ On track ☐ Off track ☐ Can't tell	☐ On track ☐ Off track ☐ Can't tell	☐ On track ☐ Off track ☐ Can't tell

THE RESULT

What kind of result is the third column? Pick the one or two that apply.

Operational · Strategic capability · Customer · Financial · Risk · Workforce

Our result

HOW TO USE IT

Fill in the first three rows with your sponsor before kickoff. If you're already underway, start with the column nobody has defined. **"Can't tell" is the answer worth acting on.** It means nobody is collecting evidence for that finish line yet, and that is the first thing to fix.