

How to Use This Router

If you are unsure where to begin, identify the most acute symptom slowing your team down. Navigate to the recommended module and apply the first-aid artifact immediately.

Which symptom is most acute right now?

- ☐ **Discovery stalls.** Teams debate opinions, problem statements are vague, and rework is frequent. This usually means the team is building before it has decision-grade evidence. Start with Module II, the Core Loop; the first-aid artifacts are the Problem Framing Canvas and the Experiment Card.
- ☐ **Adoption stalls.** Pilots succeed technically but fail to scale; users resist the change, and not-invented-here syndrome sets in. This usually means the team shipped a product but did not design the behavior change. Start with Module IV, Scaling and Leading; the first-aid artifacts are the Adoption Checklist and the Minimum Viable Adoption Plan.
- ☐ **The portfolio is overloaded.** Too many initiatives compete, talent is spread thin, and zombie projects persist. This usually means the organization lacks stop rules and clear funding gates. Start with Module III, the Enabling Systems; the first-aid artifacts are the Portfolio View and the Portfolio Tranche.
- ☐ **Incentives reward the wrong behavior.** People are praised for shipping regardless of evidence, and disciplined stops are treated as failures. This usually means the performance system still measures delivery volume rather than validated learning. Start with Module III; the first-aid artifact is the Innovation Performance Review.
- ☐ **Decisions stall.** Approvals take weeks, meetings repeat without resolution, and the criteria are unclear. This usually means the organization treats reversible decisions as irreversible ones. Start with Module III, the Enabling Systems; the first-aid artifacts are the Decision Brief and the Go/No-Go Gate.
- ☐ **Truth is unsafe.** Bad news is hidden, metrics look green on the outside but red underneath, and risks are ignored. This usually means psychological safety is missing and the cost of candor is too high. Start with chapter 8, Building for Learning. The first-aid artifacts are the Team Charter Canvas and the Failure Premortem Worksheet.
- ☐ **Risk or ethics are unclear.** Teams hesitate before high-stakes tests, no one can say which harms would stop the work, and approval depends on who is in the room. This usually means the organization has never defined its limits in advance. Start with Modules III and IV; the first-aid artifacts are the Risk Sandbox Charter and the Ethical Risk Canvas.

Our first move

Owner

Date