

Start with a defined future outcome and plan backward so that scope and investment follow evidence rather than ambition.

Target Outcome and Horizon

The defined end state and when it should exist.

Arrival Signal

The observable signal that confirms you have arrived.

Fill the milestones in reverse: start from the outcome and ask only what must be true just before it, then repeat backward to today. Pair with the Portfolio Tranche (A7) to gate funding and the Go/No-Go Gate (A9) to govern transitions.

Backward Milestones

Milestone (from outcome back to today)	Evidence That Confirms It	Prerequisites

Smallest Next Step

The step that yields the most learning toward the first milestone.

Owner**Review Date**

Decision rule. Define the outcome and its arrival signal before listing any milestone. If a milestone has no evidence that would confirm it, it is a hope, not a milestone, and does not belong on the plan.