Translate one thesis claim

Use a sanitized working copy. Do not enter deal terms, customer information, employee assessments, or proprietary details in a public or broadly shared version.

Thesis claim and expected business outcome

Operating hypothesis: what must change, and why?

Baseline, source, confidence, and evidence against the hypothesis

Listening plan: people, questions, dates, and what to protect

Initiative, changed behavior, and leading indicator

Business result, lag, and stakeholder balancing measure

Thesis-to-execution control sheet

One row per initiative. Name people or authorized roles in your secure internal copy. Keep authority and acceptance explicit; a committee is not an accountable owner.

Initiative / hypothesis	Owner / authority	Dependency / capacity	Indicator / threshold	Review / decision

Benefits reconciliation: overlap, one-time cost, cash effect, finance owner

Escalation rules: trigger, decision-maker, deadline

Run the review, record the decision

Suggested rhythm: weekly blockers, monthly hypothesis and resource review, board decisions as required. Adjust to the business and actual delegated authority.

First 100 days: learn / protect / test / establish cadence

Latest observation: date, source, cohort, data limitations

Interpretation: hypothesis wrong, execution incomplete, or too early?

Stakeholder effects: customers, employees, suppliers, others

Decision: continue / revise / stop / escalate; rationale

Next action, accountable owner, due date, and next review