Outcome Observability

The Lighthouse Playbook — twelve steps from decision to day ninety

For a CIO or CTO who has never heard of Outcome Observability and wants to run one real outcome through it

Companion to Protecting Transformation Value After Go-Live (CRC Press / Auerbach, 2027)

The idea, in four sentences

Transformations succeed technically and fail behaviourally: the system works, the programme closes, and the way of working the business case depended on quietly does not take hold. Nothing you run today watches that window. Outcome Observability is a small discipline that does: two executives own the outcome together, one person close to the work gathers evidence of what people actually do, and a thirty-minute weekly review turns that evidence into one of three recorded decisions. It costs a few hours of executive time and one backfilled process owner for ninety days, and it produces a dated record of what drifted, when it was seen, and what it cost to fix while it was still cheap.

Who you are in this

Throughout, "you" is the CIO or CTO: in the discipline's terms, the Technology Steward. You do not own the outcome; a business executive does. You guarantee that the evidence is honest, you protect the person who gathers it, and you are the one who installs the discipline and, if it must, stops it.

What you need to download

The five artefact templates, free under CC BY 4.0 at outcomeobservability.io/templates. Each step below says which one you need and when.

What this playbook does

It takes you from the decision to try it to a day-ninety verdict on whether it lit, in twelve steps. Each step says who does it, what gets written down, roughly how long it takes, and what done looks like. Follow the steps in order; the order is the discipline.

What it deliberately leaves out

Everything about what goes wrong after it starts: how the practice hollows while looking healthy, what to do when the Business Owner will not decide, when to pull the Kill Switch and what that costs you, how the Ledger is defended in front of a CFO. That is the book, and step 12 says exactly where. This playbook will get a first deployment started and observed. It will not carry you through the first hard decision; nothing shorter than the book can.

Before you read on

Outcome Observability has never been deployed. There is no case study. If you run this, keep the second record described in step 9, because a first deployment without it proves nothing to you or anyone. I would like to see the two records at day ninety, and I will say so again at the end.

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The twelve steps at a glance

#	Step	Who	Output	When
1	Pick the owner, then the outcome	You	A name, a sentence	Week −4
2	Run the entry test	You, alone	Pass / fail, with the constraints written down	Week −4
3	Secure the two things money buys	You, the owner, Finance	A funding path and a Custodian backfill, in writing	Week −3
4	Name the Custodian and the providers	You and the owner	Three more names	Week −3
5	Settle the legal basis and the disclosure	You, Legal or the DPO, HR	A one-page disclosure, sent	Week −2
6	Hold the Zero Ceremony	The owner, you, the Custodian, Finance	The Outcome Contract, the first Signal Sheet	Week −1
7	Run Mode I: observe the build	The Custodian	A calibrated Signal Sheet, a Drift Log with entries	Build to go-live
8	Hold the Signal Swap at go-live	The Custodian, the Ops lead	Production sources, thresholds, the budget unlocked	Day 0
9	Start the parallel record	One outsider	A second, dated log	Day 0
10	Run the weekly review	The Pair, the Custodian	One Decision Record per drift	Days 1 to 90
11	Assess the first decisions	The Custodian, then the Pair	Verdicts, the first Ledger rows	Weeks 6 to 12
12	Read the day-ninety checklist	You	Lit, or not, and why	Day 90

Eight words you will meet

Term	Meaning
Business Owner	The business executive who owns the outcome and makes the decisions. Passes the three qualifications in step 2
Technology Steward	You. Verifies evidence, protects the Custodian, installs and if necessary suspends the discipline
Stewardship Pair	The Business Owner and you, together. The only two people who decide
Outcome Custodian	The permanent process owner who gathers evidence and writes the Drift Log. Never decides
Stewardship Circle	The Pair, the Custodian, and the Finance counterpart. Raw evidence stays inside it; only decisions leave
Mode I / Active Observation / Watch / Dormant	The four intensities of the discipline: during build; the first sixty to ninety days after go-live, weekly; the quieter months after, bi-weekly then monthly; and tripwires only, reviewed once a year
Signal	An observation of what people actually do, with a threshold and a decision attached. Three kinds: Pulse (activity), Integrity (adherence), Shadow (where the real work went)
The four dimensions	What a signal can be about: Behaviour (is the designed way of working followed?), Adoption (is presence turning into productive use?), Continuity (will it outlast the attention?), Value (is the business case materialising?). One signal usually touches several, which is why the Custodian names them all

When to start

Moment	Verdict	Why
At the initiation-to-delivery gate, before build	Best	Design-time drift (a button restored, a validation relaxed) is caught while the fix is a policy change, not a rebuild
At go-live	Good	The full ninety days of Active Observation are available; the Signal Swap and the Zero Ceremony

		happen the same week
Within the first month after go-live	Still worth it	The workaround has started but has not yet become "how things are done here"
More than three months after go-live	Not as a first deployment	You would be running a rescue, not an observation. Start on the next transformation instead, and let this one wait for Watch-mode tripwires later

For a first deployment, pick the moment you can actually get: a modest outcome starting at the gate beats a flagship outcome starting late.

What success looks like at day ninety

Not a green Signal Sheet. A green sheet at day ninety is either a quiet outcome or sensors that cannot see, and you will not know which. Success is four things you can point to:

1. **A divergence found in weeks, not quarters.** At least one entry in the Drift Log that the parallel record (step 9) shows the ordinary channels had not yet seen, or saw later.

2. **A correction made while it was cheap.** At least one decision that changed a rule, a constraint, a resource or an authority, executed within days from the funding path, and assessed against its target signal with a verdict.

3. **An owner still in the room.** The Business Owner attended every review in person and recorded a decision on every red entry, including at least one they would rather have deferred.

4. **A record you could hand to the CFO.** A Ledger with a Finance name on every figure, the assumption behind each number written down, and a residual-exposure line showing what the owner chose not to fix.

If you have those four, the lighthouse lit, whatever the Signal Sheet colours say. If you have a green sheet and none of them, it did not.

Step 1 — Pick the owner, then the outcome

Who: you. **Time:** an afternoon of thinking and two coffees. **Output:** one name and one sentence.

For a first deployment the scarce thing is not a transformation worth watching. It is an executive who decides in the open. Start there.

1. List the business executives you work with. Cross out anyone who decides after meetings rather than in them, anyone you have never seen change their mind when shown evidence, and anyone whose authority over a process is nominal. What is left is your candidate list; it is usually one or two names.

2. For each candidate, ask which of their current transformations has a behaviour at its heart: something their people will have to do, or stop doing, for the value to appear. Not a system; a behaviour.

3. Write that behaviour as a sentence someone on the floor could recognise as true or false about their own week. "Reps price inside the CPQ and nowhere else." "Approvals are decided in the workflow, not before it." "Engineers close jobs on the app before they leave site."

4. If you cannot write the sentence, you do not have an outcome yet. Pick another.

Done when: you can say the owner's name and the sentence without looking at a note. That is the whole of step 1, and it is the step most first attempts get backwards.

Step 2 — Run the entry test

Who: you, alone, before you talk to anyone. **Time:** an hour. **Output:** a pass, or a fail you are glad you found now.

2a. Four tests on the outcome. All four must pass.

Test	Passes when	Fails when
Concrete	It is a state that holds or fails, and you could point to it	It is an aspiration ("better collaboration")
Field-observable	Someone could see it hold or fail in the work	The only evidence is a report someone compiles
Actionable	A rule, constraint, resource or authority could be changed to correct drift	The only lever is more training or more communication
Owned	One named executive bears the consequence if it fails	It belongs to a committee, a function, or "the business"

2b. Three qualifications on the owner. All three must pass.

Qualification	The question that tests it
P&L accountability	"If this fails, whose number moves?" — it must be theirs
Process authority	"Can they change a rule for these people without asking anyone?"
Derivation	"Will they spend ninety minutes with me saying what would worry them early?"

2c. Five conditions on the organisation. Two stop you. Three do not, but get written into the contract at step 6.

Condition	Effect
No qualifying owner exists anywhere in the chain	Stop. Decompose the outcome until a piece has a real owner, or pick another
The observation could not be disclosed to the people observed	Stop. Nothing else in this playbook applies
Decisions here are made by consensus and ratified afterwards	Continue, with the constraint recorded. The first costly decision will test it
Challenging a senior colleague carries a personal cost here	Continue, with the constraint recorded. Watch for the record narrowing by week six
The operation is outsourced and the supplier holds the work	Continue, with the constraint recorded. Test whether your Custodian can get evidence without the supplier

Done when: every line is a pass, or a recorded constraint. A fail on 2a or 2b is not a reason to soften the test; it is the playbook saving you a suspension in week six. Go back to step 1.

Step 3 — Secure the two things money buys

Who: you, the owner, and whoever holds the programme budget. **Time:** two conversations. **Output:** two lines in writing.

Neither can be promised later. Both are on the day-ninety checklist.

1. **A funding path for corrections.** During the first ninety days after go-live, the discipline will find friction that needs money within days, not quarters: a screen simplified, a folder locked, a rule reversed. Agree now where that money comes from. The usual answer is a slice of programme contingency, five per cent is typical, held as a small change budget that the two owners can release without a new approval cycle, up to a stated ceiling. Write down the source, the ceiling, and who releases it.

2. **The Custodian's time.** The person you name in step 4 will be close to full-time on this for sixty to ninety days, on top of a process they already own. Agree one of three arrangements with their line manager: a temporary backfill of their operational duties; a written workload agreement that names

what they will stop doing; or a declared reduced-intensity run, with the reduction recorded so nobody later mistakes a thin harvest for a healthy outcome. "They will fit it in" is not an arrangement, and it is the single most common reason a first deployment goes quiet by week five.

Done when: both lines exist on paper with a name against each. If you cannot get either, stop here; you are about to observe a failure you could not correct.

Step 4 — Name the Custodian and the providers

Who: you and the owner. **Time:** one conversation. **Output:** three names.

1. **The Outcome Custodian.** The permanent process owner for the work the outcome concerns: the pricing process owner, the field-service process lead, the person whose own process breaks if the outcome fails and who will still be there after the programme has gone home. Not the programme manager, whose incentive is to close. Not the operations lead, whose instinct is to normalise the workaround. Not a PMO analyst, who is too far from the work. The Custodian gathers and records; they never decide.

2. **The build-phase Signal Provider.** The programme lead or release train engineer. They report facts on request and interpret nothing.

3. **The run-phase Signal Provider.** The operations lead who will own the system after go-live. Same rule.

Then one sentence to each, from you: the Custodian will report behaviour, not status; the providers will supply raw data when asked; nobody softens a finding on its way up. You are the person who protects the Custodian when a finding is unwelcome, and for the purposes of this discipline the Custodian answers to you, not to the owner whose transformation they are observing.

Done when: all three have said yes, and the Custodian's line manager has signed the arrangement from step 3.

Step 5 — Settle the legal basis and the disclosure

Who: you, Legal or the data protection officer, HR, and where one exists the works council. **Time:** one to three weeks depending on the jurisdiction. Start it now. **Output:** a one-page disclosure, sent to the people who will be observed.

Outcome Observability watches what people do. In most European jurisdictions that is monitoring, and it has a legal basis, a consultation obligation, or both. Do this before you derive a single signal, in this order, because reversing the last two steps makes the disclosure adversarial: people learn what was collected at the same moment they learn it was collected without them.

1. Ask Legal: on what basis do we process this, and who must be informed, consulted, or must agree before we begin? Get the answer in writing.

2. Only then define what will be observed: the behaviour from step 1, and the three to five signals you will derive at step 6. Signals are always at the level of a population, a role, a team or a site. Never an individual. If a signal can only be read by naming a person, it is not a signal in this discipline.

3. Write the disclosure: what is observed, what is not, why, what will be done with it, who sees it, and when it stops. One page. Plain language. Send it before the first harvest.

Done when: the disclosure has gone to the people observed and Legal has a copy of the basis. If the answer at line 1 is that it cannot be disclosed, stop; that was the second exclusion in step 2.

Step 6 — Hold the Zero Ceremony

Who: the owner, you, the Custodian, and the Finance counterpart for the last twenty minutes. Nobody else. **Time:** ninety minutes, once. **Output:** the Outcome Contract and the first Signal Sheet, both signed.

This is the framing workshop. It happens before build if you are starting early, or before the first observation if the system is already live. Run it in this order and do not skip the fourth item.

Minutes	What happens	Who leads
0–10	You state the outcome sentence from step 1 and the four tests it passed. The owner confirms it in their own words	You
10–30	The owner answers, aloud: what is supposed to be different in the work if this succeeds? Who must do what differently, instead of what? The Custodian writes it down as the statement of intent and the behavioural change required	The owner
30–45	The Custodian asks the Worry Test: "What specific behaviour would worry you early?" Every answer becomes a candidate signal. Push for the uncomfortable ones: the spreadsheet, the mailbox, the legacy screen	The Custodian
45–65	Choose three to five signals, across at least two of the three kinds (see step 7). For each, agree the source, the threshold, and the decision that will follow if it breaches. Write that decision next to the signal now; the review will execute it later, not debate it	You and the Custodian
65–80	Name where the outcome lives in the operating model (a capability, a value-stream stage, a process area) and the temporary vehicle building it. Record the funding path and the Custodian arrangement from step 3, and any organisational constraint from step 2	You
80–90	Finance joins. The baseline value at risk from the business case is entered; Finance confirms the estimation approach and is named as the counterpart who will validate every later figure	The owner and Finance

Close with an explicit handshake, said out loud: the owner confirms ownership and authorises the Custodian to report red even when the programme reports green.

Done when: the Outcome Contract is signed by both owners and every signal on the sheet has a decision written beside it.

Download: the Outcome Contract and Signal Sheet templates at outcomeobservability.io/templates (free, CC BY 4.0). The worked NorthStar example, with every artefact filled in, is Chapter 18 of the book.

Step 7 — Run Mode I: observe the build

Who: the Custodian, with the build-phase provider. **Time:** an hour a week through build; one monthly review. **Output:** a Signal Sheet that has been calibrated against reality, and a Drift Log with its first entries.

If you are starting before go-live, the discipline runs lightly through the build. If the system is already live, skip to step 8.

1. The Custodian attends the existing delivery forum (the sprint review, the ART sync) as a listener. No new meeting is created. They watch for one thing: decisions taken for the schedule's sake that give back the behaviour the outcome was meant to remove. A button restored because a region called it a blocker. A validation relaxed to hit a date.

2. When one appears, the Custodian writes a Drift Log entry (template at outcomeobservability.io/templates): the fact with its source; what they believe it means for the outcome, naming every dimension it touches; and the most credible alternative explanation, written before anyone meets. They do not ask the programme to fix it. They do not decide whether it is drift. They prepare it for the two owners.

3. Once a month the two owners meet the Custodian for thirty minutes and read the log. Each entry ends in one of three decisions (step 10). A design-time correction here costs a policy change; the same correction at month six costs a rebuild.

4. Use this period to test the signals. A signal that cannot be harvested from the source named, or that has fired three times on something that turned out to be adaptation rather than erosion, is revised or retired before go-live.

Three kinds of signal, because you need at least two. Pulse signals show activity: logins, transactions, completions. They are easy to collect and almost always green, which is why a sheet of Pulse alone is invalid. Integrity signals show adherence to the designed path: overrides, bypasses, seconds spent on a screen that should take a minute. Shadow signals show where the real work has gone: spreadsheet activity on the shared drive, emails to a mailbox the new process was meant to empty, traffic on a system that should be dead. Shadow is the hardest to find and the most diagnostic; every outcome needs at least one.

Done when: go-live arrives with a Signal Sheet the Custodian has actually harvested at least twice, and every design-time drift has a recorded decision.

Step 8 — Hold the Signal Swap at go-live

Who: the Custodian, the outgoing provider, the incoming operations lead, and you. **Time:** one hour, go-live week. **Output:** production sources, thresholds, the budget unlocked.

The programme is leaving. The Custodian is not. This meeting moves the observation from the build to the operation.

1. The build-phase provider leaves the sheet. The operations lead joins it. The Custodian briefs them on every signal: what it watches, why, the threshold, and what happens when it breaches. The operations lead will be inclined to treat the workaround as a normal transaction; the Custodian corrects that now, in front of you.

2. Every signal's source changes from build-time evidence (UAT feedback, defect counts) to production evidence (logs, audit trails, mailbox counts, file-server activity). Sources that do not exist in production are replaced, not carried.

3. Thresholds are set as numbers, before anyone is tempted to negotiate them: fewer than ten approval triggers a week is expected; more than ten is a signal.

4. The two owners formally unlock the small change budget from step 3, and record the unlock as the first Decision Record. From today, when the Custodian finds friction, there is money to remove it within days.

Done when: the operations lead can explain each signal back to you without notes, and the first Decision Record is written.

Step 9 — Start the parallel record

Who: one person outside the Stewardship Circle. **Time:** an hour a week, theirs. **Output:** a second, dated log you do not read until day ninety.

This is the step that turns a first deployment into evidence. Without it, you will reach day ninety with a Drift Log full of things the discipline saw, and no way to show that the organisation would not have seen them anyway.

1. Name one person with access to the normal flow of status reports, steering material and service-management records: a PMO analyst, an internal auditor, a chief of staff. They must not attend the reviews and must not see the Drift Log.

2. Ask them to log, with dates, the first moment each divergence from the outcome became knowable through ordinary channels: the first status report that mentioned it, the first ticket, the first steering slide.

3. Do not look at their log until day ninety. Then put the two records side by side (step 12).

Done when: the person is named, briefed, and has made their first entry.

Step 10 — Run the weekly review

Who: the two owners, in person, and the Custodian. No deputies. **Time:** thirty minutes, weekly, for the first sixty to ninety days. **Output:** one Decision Record for every drift on the table.

This is the only recurring meeting the discipline adds. It is thirty minutes because the thinking happens before it: the Custodian has already written the fact, the reading and the counterfactual; the response was already written on the Signal Sheet at step 6. The room verifies, weighs, decides and records. When a week matters more than that, the meeting runs longer, and nobody defends the timebox.

Before the review, the Custodian:

1. Harvests every signal from its production source. Where a threshold is breached, writes a Drift Log entry: fact with source; interpretation naming every dimension it touches; counterfactual. Marks the sheet: green below threshold; amber when breached with an entry open; red only when a second kind of signal corroborates the breach, or the entry has sat amber for three cycles.

2. Sends the entries to you at least a day ahead. You verify each one: is the data what it says it is? A signal you cannot verify is rejected, with the reason written in the log where the owner can see it. You do not decide what it means; you decide whether it is real.

In the room, in this order, for each entry:

Minutes	What happens
0–5	The Custodian reads the fact and the source. Not the interpretation yet.
5–10	The Custodian reads the interpretation and the counterfactual. The owner is asked one question: "What evidence would make the counterfactual the better reading?" If the counterfactual wins, the entry is marked Reviewed: not drift, and the sensor is watched for crying wolf. If the breach is real but its cause is not the one the sheet assumed, the decision logic is revised at the next swap.
10–20	If the drift is real, the pre-agreed decision from the Signal Sheet runs. The owner chooses one of three, and only three: **Amplify** — reinforce what is working, including funding the removal of friction; **Correct** — change a rule, a constraint, an authority or a resource; **Accept** — record that this drift will not be corrected, amend the contract, and carry the exposure. "Monitor", "investigate" and "let's revisit" are not decisions, and the meeting does not end on them.
20–25	For Amplify and Correct, the owner declares the target signal, the direction it is expected to move, and the number of weeks before it is checked. The Custodian writes the Decision Record (template at outcomeobservability.io/templates): what changed, who executes, when it is reviewed.
25–30	Any decision whose window has closed is assessed (step 11). The Custodian sets the entry's status only now, and only with the owner's decision beside it.

A quiet week. When no signal is red, the review still happens and takes ten minutes: the Custodian shows each signal's latest reading against its threshold, the owner confirms nothing has changed in the operation that the sensors would not see (a release, a restructure, a policy change), and you ask one question: could these sensors still see the drift if it had moved? Four quiet weeks in a row on the Shadow signals is the cue to consider Watch mode (see "After day ninety"). Skipping quiet reviews is how the discipline dies; the week that matters never announces itself.

Two rules you enforce, quietly, every week. The owner is in the room, in person, or the review does not count. And every entry that was red leaves the room with a recorded decision. One unrecorded decision is a warning you name aloud. A second consecutive one suspends the loop until the owner re-engages. What happens on a third, and what suspending a peer's programme costs you politically, is in the book, and you should read it before the first time you need it.

Done when: every review since go-live has a Decision Record for every red entry, and the Drift Log has no entry older than two cycles without a status.

Step 11 — Assess the first decisions

Who: the Custodian first, then the two owners, then Finance between reviews. **Time:** ten minutes inside an ordinary review, once per decision. **Output:** a verdict, and the first rows of the Ledger.

Every Amplify and Correct decision declared a target signal and a window at step 10. When the window closes:

1. The Custodian writes, before the review, what the target signal was when the decision was made, what it is now, and whether the change correlates with the implementation. They record their own assessment first, and it cannot be changed afterwards.

2. The owners discuss three questions: what did we know then; what do we know now; what does it change about what we do next.

3. The owners record one of four verdicts: **Effective** (moved as expected), **Partial** (moved, or moved then slipped back), **Ineffective** (did not move, or something else broke), **Inconclusive** (not enough data; extend the window). If the owners' verdict differs from the Custodian's, both stand in the record.

4. For Effective, Partial and Ineffective, the owner adds a row to the Value Protection Ledger (template at outcomeobservability.io/templates): what the correction cost; the exposure it was aimed at, with the assumption behind that figure written down ("the week-eight workaround rate persists for the budget year"); the verdict; and the exposure addressed, which is the full figure for Effective, the owners' estimated share for Partial, and zero for Ineffective. Finance validates the figure and the assumption before the row is final, between reviews, not in them.

5. Any drift the owner has Accepted goes on a separate line: the total exposure knowingly carried. That line is what makes the rest of the Ledger believable to a CFO, and it is the line first deployments forget.

A word on the name. The Ledger records exposure addressed, not value protected. A verdict is an observed fact; the loss that would have followed without the correction is a counterfactual no single deployment can prove. Say "closed", never "saved". The reasoning, and the conversation with your CFO, are in the book.

Done when: at least one decision has a verdict, a Ledger row, and a Finance name against it.

Step 12 — Read the day-ninety checklist

Who: you. **Time:** an hour, with both records open. **Output:** lit, or not, and the reason written down.

Every line is Pass or Fail. Then the two records.

The setup

Check	Pass when
Stewardship Pair	Both owners attended every weekly review in person, with at most one disclosed substitution
Custodian	One individual, not the programme manager or the operations lead, with the step-3 arrangement honoured

Intent	An Outcome Contract exists that describes success in behavioural terms, signed by both owners
Disclosure	The observed population was told what, why and until when, before the first harvest
Funding path	Red signals bypassed the standard queue at least once, or would have

The signals

Check	Pass when
Signal Sheet	At least three signals across at least two kinds, each with its decision written beside it
Providers	Both providers supplied raw data on request without filtering
Harvest	In the last three cycles, at least one entry rested on evidence that required someone to leave their desk

The governance

Check	Pass when
Counterfactual	The first review weighed an alternative explanation before deciding
Decision	At least one rule, constraint, resource or authority changed. If the only outputs were "monitor", Fail
Assessment	At least one Amplify or Correct has a verdict, and a Ledger row validated by Finance
Record	No red entry left a review without a decision

Then the two records. Put the Drift Log beside the parallel record from step 9. For each divergence, which saw it first, and by how many days?

Result	Meaning
The discipline saw it first, and the owners acted	The claim holds for this setting. This is the result worth writing up
The discipline saw it first, and nobody acted	Detection works; the decision mechanism failed here. Equally worth knowing, and the book's Chapter 11 and 17 are where to look
The ordinary channels saw it first, or at the same time	The central claim is falsified for this setting. You have saved yourself a second deployment
Nothing diverged in ninety days	Inconclusive. Either the outcome was quieter than expected or the sensors could not see. Extend, with new sensors

Any Fail in the three tables and the lighthouse has not lit. Two honest responses: re-engage and replace the weak link, or retreat and preserve credibility. Do not run on in degraded form; a discipline that continues without its conditions produces the appearance of governance, which is worse than none. If you started under a recorded constraint from step 2 and a suspension followed, that suspension is the result: it names, on the record, the organisational condition the discipline could not survive.

After day ninety

If the lighthouse lit, the discipline does not stop; it gets lighter. When the Shadow signals have been quiet for four consecutive weeks, no decision is pending, and the operations lead can explain every sensor without notes, the Pair records a move to Watch mode: the review drops to every two weeks, then monthly; the programme lead leaves the Signal Sheet for good; and the Custodian retires the Shadow sensors the population has now learned to satisfy and defines fresh ones, because a disclosed sensor stops seeing. After three clean months in Watch, the Pair may declare the outcome Dormant: no review, automated tripwires only, renewed by a recorded decision once a year or switched off. Any tripwire, or any external shock (a parallel release, a reorganisation), brings the outcome straight back to weekly. The gates, the criteria and what a relapse looks like are Chapter 14 of the book.

If it did not light, do not run on. Record why, in the words of the checklist line that failed, and either replace the weak link and restart the ninety days, or stop and keep the record. A first deployment that produced an honest suspension has still produced something most transformations never get: a dated statement of which condition the organisation could not meet.

Where this playbook stops

Between week four and week eight, one of these will happen. The playbook has told you what to do up to that moment and not beyond it.

What will happen	Where the book answers it
The owner wants to keep the feature and "train people not to use it"	Chapter 16.7, the Counterfactual Rule and the Decision Validity Test; Chapter 18, the review where it happens
The Custodian's harvest narrows to signals that are easy to pull and always green	Chapter 20.6.3; Chapter 11.6, the capacity condition
Accept starts closing uncomfortable entries without amending anything	Chapter 20.6.2
The owner sends a deputy, then another, and you must decide whether to suspend a peer's programme	Chapter 11.6 and 17.3, the adherence test, the Kill Switch, and what it costs you
Legal asks who can read the Drift Log and for how long	Chapter 2.4 and 20.7.3
The CFO asks what the Ledger proves	Chapter 10.12, 19.5 and Appendix G
Nobody on the business side will own it at all	Chapter 5.10 and 21, the conversion phase and the incubation playbook
Everything ran and you are not sure it worked	Chapter 22, how a first deployment is judged and what would falsify it

What I ask in return

Thirty minutes before your Zero Ceremony. Free. Bring the owner's name and the outcome sentence. I will tell you honestly whether I think it will light.

The two records at day ninety. Anonymised however you need. Outcome Observability has never been run; yours may be the first, and whatever it showed, I would like to say so.

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