Decize

# One decision, two states

A worked example - not a customer - exported 2026-09-07

Vantia is invented: 45 people, B2B software, invented for this page. The record is invented with it. What is real is the export - these pages are rendered by the same builder that writes a PDF from a live workspace, so the fields, the gaps and the wording are the product's, not a designer's.

## What was sent in

One email to the team list. No form, no template, no tagging. It is reprinted unedited at the end of each record, so every field can be checked against it.

## Page 2 - the day it was captured

The message becomes a record: the question being settled, what success looks like, the options and why each was rejected, the assumptions with a date to check each one, the trade-off accepted, what would make the team revisit it, an owner, a review date, and a forecast with a probability and a resolution date.

Confidence is only ever read when the writer signals it - here, "pretty confident". When a message signals nothing, the field stays empty rather than being guessed: a fabricated forecast is worse than no forecast.

## Page 3 - the same decision, one quarter later

The outcome is recorded against the prediction. Confidence 3 of 4 against a mixed outcome reads as overconfident, and that verdict stays on the record. One reusable lesson is stored in the team's own words. The closest earlier decisions are attached with how each turned out - including the hiring call that ended in regret.

Anything not recorded prints as "not recorded" rather than disappearing, so the gaps in a record stay visible in the artefact instead of only in the app.

# Cap new client onboarding at four a month instead of hiring a third PM

Vantia (worked example) · decided · decided 2026-06-08 · exported 2026-09-07

| | | |
|---|---|---|
| **not recorded yet** | **65% -> open** | **3 / 4** |
| Outcome | Predicted, then resolved | Confidence at the time |

## Summary

Onboarding is three weeks behind and two PMs are at capacity. Hiring takes ten weeks we do not have and a contract PM costs more than the revenue the cap defers, so intake is throttled until the end of Q3.

## Accountability

| | |
|---|---|
| Owner | **priya.raman@vantia.example** |
| Deadline | **2026-06-15** |
| Captured | **2026-06-08** |
| Decided | **2026-06-08** |
| Implemented | **not recorded** |
| Review on | **2026-09-30** |
| Goal | **Deliver every onboarding inside 30 days** |
| Captured via | **email** |

## How it was weighed

| | |
|---|---|
| Reversibility | **Two-way door (easily reversed)** |
| Importance | **high** |
| Confidence at the time | **3 / 4 - Fairly sure** |
| Expected impact | **3 / 4** |

## The frame

The question

Do we add delivery capacity now, or protect the team by limiting intake for a quarter?

What success looks like

Every onboarding started after 15 June completes inside 30 days, with no PM logging more than 45 hours in a week.

Rationale

Hiring is a ten-week path to relief we need in two. The agency PM costs more per month than the deferred revenue from two fewer onboardings. Capping is the only option that acts this week and is undone by a single message when capacity returns.

Trade-offs accepted

Roughly EUR 40k of Q3 revenue is deferred, not lost, and sales has to hold two qualified deals. Accepted because the alternative spends the same money and still leaves the team at capacity through August.

What would make us revisit

Reverse the cap early if the onboarding queue clears before 15 September, or if more than three qualified deals stall on it.

## Options considered

• Hire a third PM now - rejected: ten weeks to productive, and the pain is in the next fortnight.
• Contract PM from the agency - rejected: EUR 14k/month against roughly EUR 20k/month of deferred revenue, and no retained knowledge.
• Cap intake at four a month until end of Q3 - chosen.

## Assumptions

• Pipeline holds at six or more qualified deals a month, so the cap defers revenue rather than losing it. Confidence 3/4. Check at the end of July.
• Two fewer onboardings a month brings PM load under 45 hours a week. Confidence 3/4. Check in the week of 6 July.
• Sales can hold a deal for four to six weeks without it going cold. Confidence 2/4. Check on the first held deal.

## Forecast

Will every onboarding started after 15 June complete inside 30 days?

| | |
|---|---|
| Predicted probability | **65%** |
| Resolves on | **2026-09-30** |
| Result | **not resolved yet** |

## How it turned out

| | |
|---|---|
| Outcome | **no outcome recorded yet** |
| Actual impact | **not recorded** |

## Original capture

The message this record was written from, unedited.

From: Priya Raman
To: leads@vantia
Subject: onboarding backlog

We are three weeks behind on onboarding and two of the PMs are cooked. Options were (a) hire a third PM now, (b) bring in a contract PM from the agency, or (c) cap new client onboarding at four a month until the end of Q3.

Going with (c). Hiring takes ten weeks we do not have and the agency PM costs more than the revenue we would defer. Pretty confident this is right, though it means telling sales to slow down. Cap starts Monday, I own it, we review it end of Q3.

# Cap new client onboarding at four a month instead of hiring a third PM

Vantia (worked example) · reviewed · decided 2026-06-08 · exported 2026-09-07

| | | | |
|---|---|---|---|
| **mixed** | **65% -> happened** | **3 / 4** | **3 -> 2** |
| Outcome | Predicted, then resolved | Confidence at the time<br><br>Overconfident | Impact, expected then actual |

## The lesson on record

When we throttle intake, write the revenue being deferred in the same sentence as the capacity being protected - otherwise the trade-off gets re-litigated in month two.

## Summary

Onboarding is three weeks behind and two PMs are at capacity. Hiring takes ten weeks we do not have and a contract PM costs more than the revenue the cap defers, so intake is throttled until the end of Q3.

## What preceded it

The closest earlier decisions in this workspace, and how they turned out.

| | |
|---|---|
| Pause the partner integration to clear the migration backlog | **success · 2025-11-04** |
| Hire two PMs at once ahead of the Q1 pipeline | **regret · 2025-08-19** |
| Use the agency for overflow design work through Q4 | **mixed · 2025-09-30** |

## Accountability

| | |
|---|---|
| Owner | **priya.raman@vantia.example** |
| Deadline | **2026-06-15** |
| Captured | **2026-06-08** |
| Decided | **2026-06-08** |
| Implemented | **2026-06-15** |
| Review on | **2026-09-30** |
| Goal | **Deliver every onboarding inside 30 days** |
| Captured via | **email** |

## How it was weighed

| | |
|---|---|
| Reversibility | **Two-way door (easily reversed)** |
| Importance | **high** |
| Confidence at the time | **3 / 4 - Fairly sure** |
| Expected impact | **3 / 4** |

## The frame

The question

Do we add delivery capacity now, or protect the team by limiting intake for a quarter?

What success looks like

Every onboarding started after 15 June completes inside 30 days, with no PM logging more than 45 hours in a week.

Rationale

Hiring is a ten-week path to relief we need in two. The agency PM costs more per month than the deferred revenue from two fewer onboardings. Capping is the only option that acts this week and is undone by a single message when capacity returns.

Trade-offs accepted

Roughly EUR 40k of Q3 revenue is deferred, not lost, and sales has to hold two qualified deals. Accepted because the alternative spends the same money and still leaves the team at capacity through August.

What would make us revisit

Reverse the cap early if the onboarding queue clears before 15 September, or if more than three qualified deals stall on it.

## Options considered

- Hire a third PM now - rejected: ten weeks to productive, and the pain is in the next fortnight.
- Contract PM from the agency - rejected: EUR 14k/month against roughly EUR 20k/month of deferred revenue, and no retained knowledge.
- Cap intake at four a month until end of Q3 - chosen.

## Assumptions

- Pipeline holds at six or more qualified deals a month, so the cap defers revenue rather than losing it. Confidence 3/4. Check at the end of July.
- Two fewer onboardings a month brings PM load under 45 hours a week. Confidence 3/4. Check in the week of 6 July.
- Sales can hold a deal for four to six weeks without it going cold. Confidence 2/4. Check on the first held deal.

## Forecast

Will every onboarding started after 15 June complete inside 30 days?

| | |
|---|---|
| Predicted probability | **65%** |
| Resolves on | **2026-09-30** |
| Result | **Happened** |

## How it turned out

| | |
|---|---|
| Outcome | **mixed** |
| Actual impact | **2 / 4** |

Delivery recovered: 11 of 12 onboardings started after 15 June closed inside 30 days, and no PM crossed 45 hours after the first fortnight. The revenue assumption did not hold. Two held deals went quiet and one bought a smaller package in September, so about EUR 25k was lost rather than deferred. The cap was also re-argued twice in leadership because the deferred revenue was never written down beside the capacity it bought.

| | |
|---|---|
| Calibration | **Overconfident** |

## Original capture

The message this record was written from, unedited.

From: Priya Raman
To: leads@vantia
Subject: onboarding backlog

We are three weeks behind on onboarding and two of the PMs are cooked. Options were (a) hire a third PM now, (b) bring in a contract PM from the agency, or (c) cap new client onboarding at four a month until the end of Q3.

Going with (c). Hiring takes ten weeks we do not have and the agency PM costs more than the revenue we would defer. Pretty confident this is right, though it means telling sales to slow down. Cap starts Monday, I own it, we review it end of Q3.