

One decision, two states

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

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 drafted field can be checked against it.

The record, the day it was captured

Decize drafts the title and summary from the message and reads the owner, deadline, door type and confidence from it. Nothing is typed in afterwards. The writer confirms the confidence with one tap, which is what lets it count toward calibration later.

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 guessed confidence is worse than none.

The same decision, one quarter later

The outcome is recorded with a tap - from the outcome email, or by confirming the answer Decize picked from a one-line reply. The retrospective reads the confirmed confidence, "Fairly sure", against a mixed outcome as overconfident, and that verdict stays on the record. The lesson on the record is the one the team wrote; the retrospective's own takeaway stays inside it. The closest earlier decisions are attached with how each turned out - including the hiring call that ended in regret.

A date or rating the product still records prints as "not recorded" when it was never filled in, rather than disappearing, so the gaps in a record stay visible in the artifact instead of only in the app.

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

Vantia (worked example) · Decided · dated 2026-06-08 · exported 2026-09-09

not recorded yet

Outcome

Fairly sure

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

Done

not recorded

Goal

Deliver every onboarding inside 30 days

Captured via

Email

How it was weighed

Reversibility

Two-way door (easily reversed)

Confidence at the time

Fairly sure

How it turned out

Outcome

no outcome recorded yet

Actual impact

not recorded

Original capture

The message this record was written from, unedited except that your capture address is hidden.

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 · dated 2026-06-08 · exported 2026-09-09

Mixed

Outcome

Fairly sure

Confidence at the time
Overconfident

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.

Related decisions

Decisions in this workspace about the same thing, and how they turned out.

Pause the partner integration to clear the migration backlog

Hire two PMs at once ahead of the Q1 pipeline

Use the agency for overflow design work through Q4

Went well · 2025-11-04

Regret · 2025-08-19

Mixed · 2025-09-30

Accountability

Owner

Deadline

Captured

Decided

Done

Goal

Captured via

priya.raman@vantia.example

2026-06-15

2026-06-08

2026-06-08

2026-06-15

Deliver every onboarding inside 30 days

Email

How it was weighed

Reversibility

Confidence at the time

Two-way door (easily reversed)

Fairly sure

How it turned out

Outcome

Actual impact

Mixed

Moderate

Delivery recovered: 11 of 12 onboardings started after June 15 closed inside 30 days, and no PM crossed 45 hours after the first two weeks. The revenue assumption did not hold. Two held deals went quiet and one bought a smaller package in September, so about \$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

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