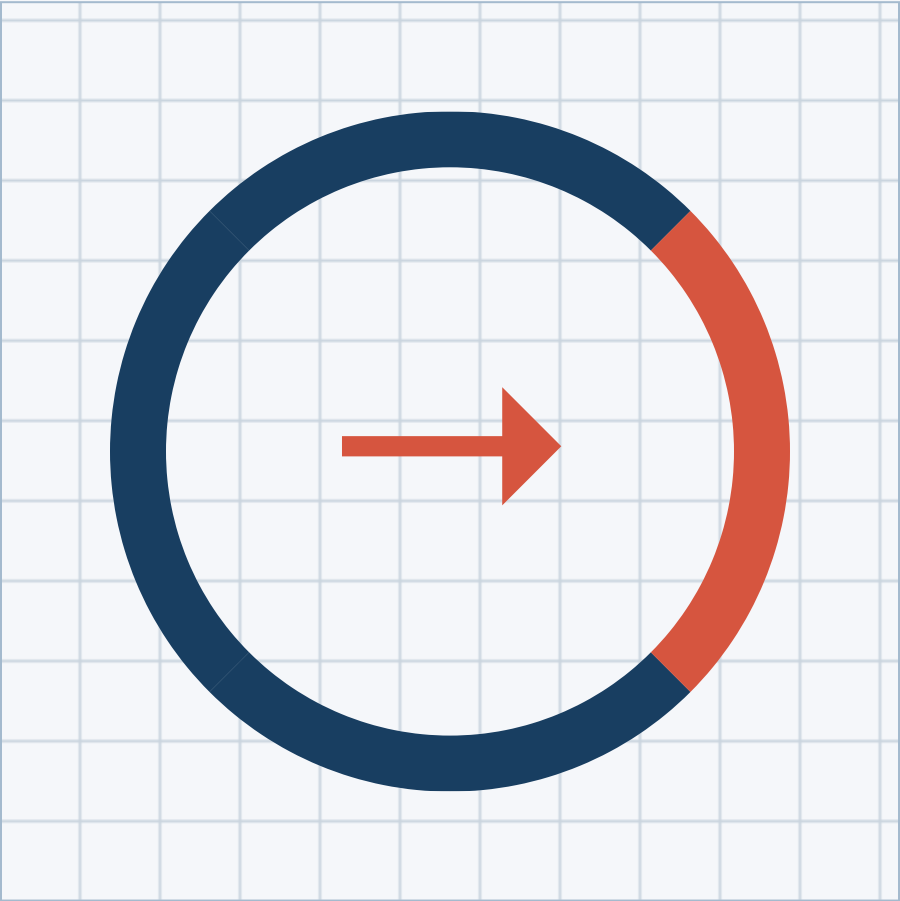


DISCUSSION BRIEF • DECISION MEETING • 05 NOV 2026

A calmer way to launch.

A launch decision for a fictional collaboration product. Three credible paths, one deliberate first step.



What are we deciding?

How should we introduce the new workspace without disrupting the teams already using our product?

CONSTRAINT 1

Keep current workflows available during the transition.

CONSTRAINT 2

Work within the existing four-person product team.

CONSTRAINT 3

Make the decision reversible after the first two weeks.

Who decides, and what is in scope?

DECISION OWNER

Product lead — proposed role

APPROVAL AUTHORITY

Working group — approval pending

DECISION WINDOW

At the next decision review

Discussion draft. Recommendation is not approval.

IN THIS DECISION

Select a reversible introduction path and the conditions for expanding it.

OUTSIDE THIS DECISION

Final launch date, unapproved staffing and commercial promises are outside this decision.

What do we actually know?

01 The brief describes existing workflows that must remain available.

Source / status: Supplied fictional scenario / design constraint

Limit: No direct customer interviews or measured outcome data are supplied.

02 The proposed work is assigned to an existing small team.

Source / status: Supplied fictional capacity assumption

Limit: Named owners and their availability still require explicit confirmation.

03 Rollback must be possible before widening access.

Source / status: Proposed release requirement, not test evidence

Limit: A recovery exercise has not yet been documented in this brief.

There is more than one way.

A

One big release

One clear announcement and a consistent experience for every team.

Tradeoff

All customers experience the change at once; recovery is harder.

B

A guided pilot

Learn from a small invited group before expanding access.

Tradeoff

Two experiences must be supported during the learning period.

C

Optional early access

Interested teams opt in at their own pace.

Tradeoff

Self-selection may hide problems less confident users encounter.

Choose the tradeoff.

Assessments are qualitative judgments, not measured scores.

Criterion	A / One big release	B / A guided pilot	C / Optional early access
Learning quality	Broad but difficult to isolate	Focused and observable	Useful, but self-selected
Support burden	Concentrated at launch	Smaller, sustained effort	Unpredictable timing
Reversibility	High coordination cost	Simple pilot rollback	Individual opt-out
Team capacity	One large peak	Manageable weekly cadence	Longer parallel support

Name what must be true.

ASSUMPTION 01

A small group can reveal meaningful workflow friction.

HOW TO CHECK

Recruit varied invited teams and observe complete tasks rather than impressions.

Research owner — pending acceptance

ASSUMPTION 02

Parallel support can fit the available capacity.

HOW TO CHECK

Confirm available coverage and review actual support work before expanding.

Support owner — pending acceptance

ASSUMPTION 03

The prior experience can be restored safely.

HOW TO CHECK

Rehearse recovery on representative data before the pilot begins.

Engineering owner — pending acceptance

Make the work visible.

Workstream	Capacity / availability	Dependency to resolve
Product & research	Planning estimate only; named availability not yet confirmed.	Participant consent and a suitable observation plan.
Engineering	Use the existing team; no additional hiring is assumed.	Verified migration subset and rehearsed rollback.
Support	Coverage remains pending until a willing owner accepts.	Issue triage, response windows and escalation handoff.

Use supplied estimates and accepted owners. Missing capacity is a dependency, not permission to promise delivery.

Know when to change course.

01

Recovery does not work as expected.

WATCH FOR

A rehearsal cannot restore a complete representative workflow.

RESPOND WITH

Pause invitations and resolve the recovery gap before proceeding.

02

The pilot overwhelms support.

WATCH FOR

The agreed support capacity is exceeded or essential issues go unanswered.

RESPOND WITH

Stop expansion, reduce scope and review whether to continue.

03

The sample hides important needs.

WATCH FOR

Participants represent only the most confident or enthusiastic teams.

RESPOND WITH

Broaden recruitment deliberately before claiming the experience is ready.

Our proposed direction.

B

A guided pilot

Start with a guided pilot so the team can observe complete workflows, correct friction, and make a better expansion decision.

Revisit this choice when

The pilot creates support work the team cannot sustain, or participants cannot finish the core workflow.

Earn the next step.

01

Prepare the conditions

Confirm scope, owners, consent and a recoverable first step.

ADVANCE ONLY WHEN

Dependencies are verified and the pilot has an accepted support owner.

02

Observe a bounded pilot

Watch complete workflows and retain useful qualitative evidence.

ADVANCE ONLY WHEN

The team reviews real observations and can explain unresolved friction.

03

Decide whether to expand

Consider the evidence and capacity, including reasons to stop.

ADVANCE ONLY WHEN

An authorized decision records conditions, dissent and the next review.

Make the next move clear.

01	Invite five representative teams and confirm their consent.	Product lead Before pilot begins
02	Write rollback steps and a support handoff.	Engineering lead Before first invitation
03	Review observed issues and decide whether to expand.	Product + Support Two weeks after launch