



DECISION TOOL

VMBARS Decision Quick Scan

Five questions to expose what a consequential decision is asking of you.

Decision / team / date

USE THIS FIRST

Complete the scan in ten minutes. Its job is to reveal where the decision is underspecified, not to finish the analysis.

DECISION IN ONE SENTENCE

We are deciding whether / how to _____

01
DEFINE

What are we deciding, what value are we trying to create, and over what horizon?

02
MAP

Who benefits, contributes, bears cost or risk, holds power, or is missing?

03
CONFRONT

Which tradeoff, hidden cost, power difference, or assumption matters most?

04
DESIGN

What mechanism, owner, incentive, safeguard, or capability would make the intention real?

05
TEST AND LEARN

What evidence, failure condition, and review point should govern the next decision?

BOUNDARY 'ALL' does not mean equal wins. It means material stakeholders, power, tradeoffs, harms, exclusions, and evidence cannot be ignored without a defensible reason.

NEXT STEP If two or more answers remain vague, move the decision into the VMBARS Working Canvas before committing resources or declaring value creation.