VMBARS Starter Canvas

Turn a consequential decision into a clearer, testable value-creation plan.

Decision / team / date / review date

USE WHEN A strategy, investment, policy, partnership, or operating change creates meaningful value, cost, risk, or power shifts across stakeholders.

DECISION STATEMENT

We will [action] to create [value] for [primary stakeholders], while protecting against [material harms]. We will know it is working when [evidence], and reconsider if [failure condition].

01 | DEFINE

Clarify the decision before debating the answer.

What decision are we making?

What are we trying to maximize, and over what horizon?

What constraints or non-negotiables matter?

02 | MAP

See the full field of value, cost, risk, and power.

Who benefits and who contributes?

Who bears cost or risk? Who holds decision power?

Who is missing, indirect, future, or unable to speak?

03 | CONFRONT

Make conflicts, assumptions, and externalities discussable.

Where do interests align? Where do they conflict?

What costs, harms, or externalities may be hidden?

Which assumptions are doing the most work?

04 | DESIGN

Convert values into mechanisms, ownership, and safeguards.

What changes in incentives, resources, process, or governance?

Who owns each action, and what must they be able to do?

What safeguards or mitigations are required?

05 | TEST AND LEARN

Define evidence, failure conditions, and the next review.

- What observable evidence would show that stakeholder value was created?
- What failure or kill criteria would change or stop the plan?
- When will stakeholders be heard again, and what decision follows?

EVIDENCE PLAN

Measure: ________________
Baseline: ________________
Target: ________________
Owner: ________________
Review date: ________________

IMPORTANT VMBARS does not require every stakeholder to win equally. It requires material stakeholders, conflicts, harms, and evidence to be explicit before declaring value creation.