



WORKING TOOL

VMBARS Working Canvas

A two-page workspace for turning a value claim into a mechanism, evidence plan, and next decision.

Decision / team / facilitator / date / review date

Start with a live decision, not an abstract principle. Use short phrases first; add detail only where the decision requires it.

01

Define the decision

Clarify the choice before debating the answer.

Decision: What exactly are we deciding?

Value and horizon: What are we trying to create, preserve, or avoid - and by when?

Constraints: What is non-negotiable, uncertain, or outside our control?

02

Map the stakeholder system

See value, cost, risk, voice, and power across the full system.

Benefits and contributions: Who gains value, and who supplies what makes it possible?

Costs, risks, and power: Who bears downside, who controls the decision, and who can block it?

Missing voices: Who is indirect, future, absent, or unable to speak for themselves?

03

Confront the hard parts

Make conflicts, externalities, uncertainty, and assumptions discussable.

Tradeoffs and conflicts:

Hidden costs, harms, or externalities:

Assumptions carrying the most weight:

PAGE 1 CHECK What changed in our understanding of the decision after mapping stakeholders and confronting the hard parts?

Design the mechanism. Define the evidence.

04

Design the mechanism

Translate the value claim into changes people can own and operate.

Mechanism: What changes in incentives, resources, process, access, or governance?

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

Safeguards: What prevents avoidable harm, gaming, exclusion, or concentration of power?

05

Test and learn

Agree on evidence and failure conditions before declaring success.

Evidence: What observable behavior or outcome would show stakeholder value was created?

Failure conditions: What result would make us change, pause, or stop?

Review: When will affected stakeholders be heard again, and what decision follows?

06

Evidence and review plan

Convert the learning agenda into accountable follow-through.

Measure	Baseline	Target / signal	Owner	Review date

DECISION STATEMENT AFTER THE WORK

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

BOUNDARY VMBARS does not require equal wins. It requires material stakeholders, power, conflicts, harms, exclusions, mechanisms, and evidence to be explicit before value creation is declared.