

Risk, Learning, and Dependency Worksheet

Use this worksheet when a roadmap is beginning to act like a calendar of scope and dates instead of a plan for reaching a real outcome through uncertainty.

Adapt the fields to the team’s language and existing tools. Keep the authoritative work in the product, delivery, and decision systems the team already uses; this worksheet is a way to make the governing uncertainty and ownership visible.

01NAME THE OUTCOME

PROMPT	RECORD
Customer, business, or operating outcome	
Why this outcome matters now	
Accountable decision owner	
Evidence that the outcome is real	
What would make us pause, reduce scope, or stop?	

02MAP THE FOG AROUND THE WORK

ITEM	TYPE	WHY IT MATTERS	LIKELIHOOD / IMPACT	EVIDENCE NEEDED OR RESPONSE	ACCOUNTABLE OWNER	DECISION OR DEPENDENCY DATE	CURRENT STATE
	Unknown / risk / dependency		Low / medium / high	Learn / mitigate / avoid / transfer / accept			Open / watching / resolved

- Prompts:
- What could invalidate the plan?
 - What needs to be learned before investing more?

- Which dependency has no explicit agreement or fallback?
- Which risk could become an upside opportunity if it is addressed well?

03TURN THE MAP INTO A LEARNING ROADMAP

HORIZ ON	OUTCOME OR DECISION	VALUE OR LEARNING MILESTONE	UNKNOWN, RISK, OR DEPENDENCY ADDRESSED	OWNE R	CAPACITY ASSUMPTION	EVIDENCE OF COMPLETION	UPDATE TRIGGER
Now							
Next							
Later							

Use milestones such as “validate the workflow,” “prove the integration,” “confirm the fallback,” or “release a supported pilot.” Do not treat a feature inventory as proof that the route is understood.

04MAKE THE DEPENDENCY CONTRACT EXPLICIT

PROMPT	RECORD
External party or team involved	
Mutual deliverable or decision	
Latest safe date for resolution	
Fallback that preserves customer value	
Cost of waiting beyond that date	
Risk posture selected by the decision owner	Accept / mitigate / avoid / transfer
Evidence needed before closure	
Contingency owner	
Escalate if	
Next reassessment trigger	

05 **WEEKLY REVIEW**

- 1. What changed since the last review?
- 2. Which item now changes sequence, scope, forecast, or commitment?
- 3. What decision, evidence, or escalation is needed next—and who owns it?
- 4. Which part of the plan can be simplified or retired because the team learned enough?

06 **RECORD THE NEXT REVIEW**

REVIEW DATE	CHANGED ITEM OR NEW EVIDENCE	DECISION OR ACTION	ACCOUNTABLE OWNER	NEXT TRIGGER
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BOUNDARY

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