Four questions before approving more capital

The S.T.E.P. Board Test

Strategy

What will the organisation explicitly not do - and which metrics are non-negotiable?

Trust

Who owns the result, and do they hold the decision rights required to deliver it?

Economics

Which demand, supplier or dependency creates the material capital exposure?

Performance

Which evidence threshold triggers intervention - and on what date?

Score with evidence

Use decisions, contracts, operating metrics and escalation records - not management sentiment.

Find the binding constraint

The weakest of the four disciplines limits the integrity of the whole transformation.

Do not accelerate the wrong system

Repair the execution architecture before adding initiatives or capital.

Strategy. Trust. Economics. Performance.

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