How to Use
Give Your Work a Memory Starter

1. When to use this

Use this worksheet when:

- The work matters
- More than one person is involved
- A decision will affect future work
- You do not want to re-explain this later

2. What counts as a “Material Decision”

The first decision to record is the direction-setting decision that selects the outcome.
The Material Decision section is for decisions that

- change direction
- alter scope
- set a constraint
- if forgotten, would cause rework

Do not record minor operational choices.

3. Writing Updates

Do not write what you worked on. Write about what changed relative to the outcome.

4. The Rule

If something does not preserve continuity, does not reduce restarts, does not protect decisions or progress... DO NOT RECORD IT.

Record only material decisions that affect the outcome.
Update by describing change relative to the outcome.

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Give Your Work a Memory
Meeting Prompts

These five prompts keep work from restarting. They preserve the outcome, the movement in the work, the stable context of the project, the decisions and tradeoffs the team has already made, and the evidence that the work is advancing.
Use them in recurring meetings or written updates. When teams answer these prompts consistently, each conversation builds on the last instead of rehashing completed work.

Prompt	What you Protect	What Answer Looks Like
What are we trying to produce	Outcome	Benefit delivered to user - something would exist that doesn't exist today
What changed relative to the outcome	Movement	Achievement towards the goal - something running, finalized, completed, drafted, evaluated
What hasn't changed	Context & Boundaries	Primary User, timeline for delivery, scope and intent
What decisions remain in force	Decisions & Tradeoffs	Material decisions and tradeoffs accepted - Tech choice and version, supplier
What evidence shows progress	Proof of advancement	Observable change in the world - deliverable is in use, response time improvement