Decide Under Pressure — Capture Sheet

For the facilitator — capture the constraint, the barriers, and the one barrier named, so the outcome survives the room.

TEAM / GROUP	FACILITATOR	DATE

How to use this: fill it in as the premortem runs, not after. Box 1 is the live constraint, written in one line. Box 2 fills as the failure reasons cluster into barriers. Box 3 is the outcome — the single barrier forced to the top, the one to deal with before any plan.

1 · The constraint — the live constraint the team is facing, in one concrete line

2 · The barriers — the clusters, named in the team's words. How the team responded — not what happened to it.

BARRIER CLUSTER

3 · The one barrier — forced to the top: which would kill us first? The one to deal with before any plan.

This is the outcome — the real problem to deal with first. Stop here; don't start planning.

4 · The reusable habit — the one question to repeat the next time a constraint lands

"Before we plan — if we fail to adapt to this, what about us will be the reason?"

Before you leave the room: photograph this sheet and the board, and send them to everyone who took part. An insight that isn't written down rarely survives the week.

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