RESILIENCE · CHANGE TRACK

Moving Goalpost

The requirement didn't change — the understanding did. Surface the learning, make it visible, and renegotiate from shared ground.

Facilitator _____

Customer / team / date _____

FRAME IT FIRST This isn't "what did you change" — it's **"what have we learnt since we started?"** Never debate whether the requirement changed. Ask what's understood now that wasn't then.

1 THEN VS NOW

capture privately first — each person writes independently, before comparing

THEN — WHAT WE BELIEVED THE CUSTOMER NEEDED AT THE START

the original shared picture

NOW — WHAT WE BELIEVE THE CUSTOMER NEEDS TODAY

what's become clear since — often from seeing the build

Privately first. Each person writes their own "then" and "now" before anyone compares — so no one performs, and the before-and-after stays honest.

2 · MAKE THE LEARNING VISIBLE

lay "then" beside "now" — the difference is the learning. Name it together: "what we both understand now that we didn't then" — not "scope you added."

3 · RENEGOTIATE FROM THE LEARNING — THEN RECORD IT

understand first, decide second. The tool makes the negotiation fairer — it doesn't skip it, and it isn't a licence to accept everything.

WHAT CHANGES *(scope / time / cost)*

THE AGREED CHANGE, RECORDED *(before ending)*

BEFORE YOU FINISH Both sides agree what changed ☐ and how the plan now reflects it ☐ — if it still feels like one side conceding, the learning wasn't made visible. Go back to step 2.

They're not moving the goalposts. They can finally see the pitch.

Frame as learning, not fault · capture privately first · understand first, negotiate second · record the agreed change

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