PORTFOLIO MONDAYS · STEALABLE ONE-PAGER

Stop, Defer, or Resequence Capacity Card

Reconcile one bottleneck role for one window: gross capacity, protected reserve, net capacity, funded demand, and a stop, defer, or resequence call until the kept work fits with slack.

From *Funding Does Not Create People*, a Portfolio Mondays episode on Portfolio Intelligence. Watch on YouTube

BOTTLENECK ROLE OR TEAM

PLANNING WINDOW (START TO END)

DECISION OWNER

RECONCILIATION DATE

1 What can this role actually carry?

Line	FTE in window	Person-weeks
Gross capacity (people in the window)		
Minus BAU, support, and incident reserve protected, not a pool		
Minus leave, training, and required admin		
Net capacity for funded initiatives		

A hire that cannot land in this window is not capacity in this window.

2 What is already funded against it?

Funded item	Sponsor	FTE or person-weeks	Date needed	Evidence or constraint	Action keep / stop / defer / resequence	Owner and effective date

3 Over or under?

FUNDED DEMAND

NET CAPACITY

OVER OR UNDER (DEMAND MINUS NET)

SLACK AFTER THE CALLS

4 Stop, defer, or resequence until it fits

THE CALLS (WHAT STOPS, WHAT DEFERS, WHAT MOVES)

WHAT STAYS PROTECTED IN THE RESERVE

DECISION OWNER

NEXT RECONCILIATION DATE

- [ ] Peak weeks checked, not just the window total
- [ ] Role fit checked, people are not interchangeable
- [ ] Dependency dates still hold for kept items
- [ ] Transition effort subtracted from released capacity

> Raising utilization is not a call. It is how project work quietly eats support time and becomes a silent exception.

Worked example (fictional)

An illustrative, fictional IT and digital portfolio. Bottleneck role: platform engineering. Window: the next 12 weeks. Not a real organization or real figures.

Line	FTE	Person-weeks	Action
Gross capacity (6 platform engineers)	6.0	72	
BAU, support, and incident reserve	1.5	18	Protected
Leave, training, and required admin	0.5	6	Protected
Net capacity	**4.0**	**48**	
Customer self-serve portal rebuild	1.5	18	**Stop**
Identity platform hardening	1.5	18	Keep
Partner API gateway cutover	1.0	12	Keep
Security patch window	1.0	12	Keep
Customer analytics lake upgrade	1.0	12	**Defer** to next window
Funded demand	**6.0**	**72**	Overbooked by 2.0 FTE (150 percent of net)

Why these calls The portal's value case no longer holds, so stop means cancel the rest of the rebuild. The analytics sponsor confirms it can wait, so it defers and gets a fresh capacity check next window. Identity, the gateway, and the patch window carry dated commitments.

Result Released 2.5 FTE. Kept demand 3.5 FTE against 4.0 net, leaving 0.5 FTE of slack. Reserve untouched. No utilization bump. No future hire counted.

> The card does not pick for you. Sponsors and the portfolio lead make the call in the open, then log it with an owner and the next reconciliation date.

Optional: let AI draft the rollup

Paste this with your roster and funded items. AI does the arithmetic. People decide who yields.

You are drafting a capacity reconciliation for one bottleneck role. Using the roster and funded item list below: total gross capacity for the window, subtract the protected BAU/support reserve and leave/admin, list each funded item's demand on this role, flag anyone counted twice, and show over or under. Then draft a first-pass set of stop, defer, or resequence options with the evidence for each. Do not raise utilization, spend the reserve, count hires that cannot land in the window, or pick the final call. People decide.

[paste roster and funded items here]