PORTFOLIO MONDAYS · STEALABLE ONE-PAGER

One-Page Scoring Sheet

Score accepted asks in the open on the same five lenses, draw the capacity line, and log fund, pause, or kill.

From *Prioritization Without Politics Theater*, a Portfolio Mondays episode on Portfolio Intelligence. Watch the episode

The sheet

One row per accepted ask. Score each lens 1, 3, or 5, nothing in between, with one line of rationale. Then draw the capacity line: above it gets funded, below it waits, out loud.

Accepted ask and owner	**Value** 1/3/5 + why	**Time criticality** 1/3/5 + why	**Risk reduction** 1/3/5 + why	**Strategic fit** 1/3/5 + why	**Size** 1/3/5 + band	**Weighted total**	**Outcome** fund / pause / kill	**Rescore date**	**Decision log entry**
Weights set before the meeting						Leaders set weights before the asks show up. Write them here first.			

The five lenses

Value. What changes for the business if this lands?
Time criticality. What does waiting cost? Does value decay, or is there a hard date?
Risk reduction. Does this close an exposure, or open an option we'll need?
Strategic fit. Does it move a priority leadership already named out loud?
Size. How much capacity does it eat? Use a coarse band. Score it so a smaller ask scores higher, the same habit as cost of waiting divided by size.

Rules of the pass

- [ ] Score the accepted asks for this cycle, not the whole wish list.
- [ ] If you can't say why it's a five, it's not a five.
- [ ] Changing weights mid-meeting is lobbying with a spreadsheet.
- [ ] Pause gets a written reason and a rescore date. Kill frees the capacity and says why.
- [ ] Reopening a decision? Ask: what changed? No new evidence, the decision stands.
- [ ] AI drafts rationale, flags inconsistent scores, builds what-if packs. AI never sets weights. AI never makes the call.

Worked example (fictional)

Three accepted asks from the fictional pile. Capacity this cycle fits about two. Weights set in advance: risk reduction counts double this quarter, everything else counts once.

Accepted ask and owner	Value 1/3/5 + why	Time criticality 1/3/5 + why	Risk reduction 1/3/5 + why	Strategic fit 1/3/5 + why	Size 1/3/5 + band	Weighted total	Outcome fund / pause / kill	Rescore date	Decision log entry
Weights	x1	x1	x2	x1	x1	Set before the meeting			
Legacy auth patch window **Security lead**	3: protects what we run today	5: hard date	5: closes a known exposure	3: supports the named security priority	5: small (S)	26	Fund	Next cycle	Funded: high risk, hard date, small. Owner: security lead.
Compliance training portal refresh **Portal lead**	3: audit readiness	5: audit season doesn't move	3: lowers audit findings risk	3: compliance is a named priority	3: medium (M)	20	Fund	Next cycle	Funded: hard season date. Owner: portal lead.
CAPACITY LINE **Merged finance export** **One owner, two sponsors**	3: steady value	1: nothing breaks if it waits	1: no exposure closed	3: useful, not a named priority	3: medium (M)	12	Pause	Next cycle	Paused with a rescore date. Sponsors can argue a score with evidence, not volume.

> Scores and totals are illustrative. The point isn't that the math is right. The point is that the reasoning is visible.