FOUNDATIONS ADVISORY

VECTOR ALIGNMENT REPORT

Launching a self-serve product tier

RelayForge, Inc. | fictional sample | initiative sponsor plus five leadership-team participants

The team agrees that RelayForge should test self-serve. It does not yet agree on what business system must be tested.

The strongest shared direction is toward a bounded pilot for teams under 25. The largest source of drag is not opposition; it is competing definitions of the work. Some leaders describe a new acquisition and pricing motion. Others describe a broader operating model encompassing provisioning, onboarding, billing, support, economics, and expansion.

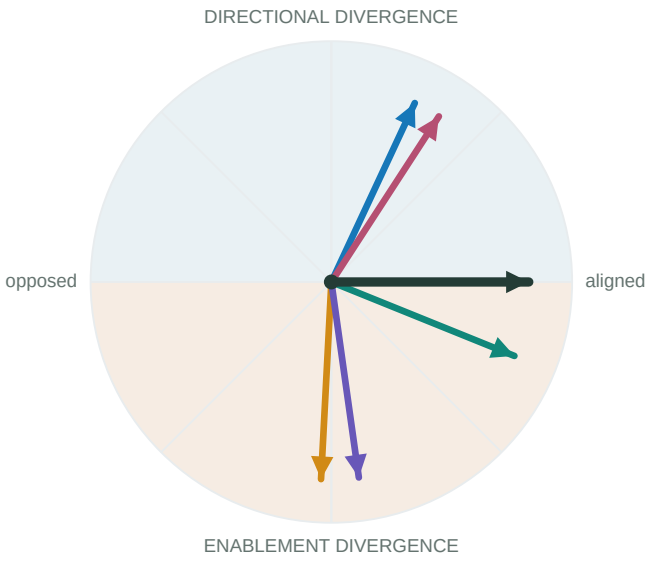
SUGGESTED DISPOSITION	Approve a bounded pilot after the company defines its complete operating model, accountable owner, protected capacity, and scale / reshape / stop thresholds.
MOST IMPORTANT NEXT MOVE	Reopen the decision boundaries. Four of five leaders believe proceeding is effectively decided, while the initiative sponsor believes the initiative remains meaningfully shapeable.

HOW TO USE THIS REPORT

Use the vector maps to see the degree of directional alignment. Use the accompanying prose to understand the substance. Use the final conversation plan to turn the diagnosis into explicit choices, boundaries, evidence, and ownership.

Privacy note: the report displays five anonymous participant arrows in different colors only so overlapping lines remain visible. Colors do not persist across graphs and cannot be used to track an individual. Comments and roles are not attributed.

1 SUMMARY VECTOR MAP



WHAT THE PICTURE SAYS

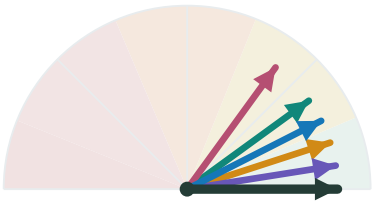
Different problems beneath the distance

Every leader points at least partly toward the contemplated initiative. The team is not divided into simple supporters and opponents.

The upper vectors are separated primarily by differences in the initiative's meaning, boundaries, or strategic purpose. The lower vectors are separated primarily by capacity, readiness, ownership, or coordination. The prose throughout the report explains where both sources are present.

HOW TO READ THE MAP: The bold black arrow is the initiative sponsor's stated direction. Angular distance shows the degree of separation. Upper-half arrows are driven primarily by directional differences; lower-half arrows by enablement differences. Colors are anonymous visual separators and do not persist across graphs. Vector Alignment compares independently supplied perspectives; it is not a vote, performance assessment, or determination that the sponsor's position is correct.

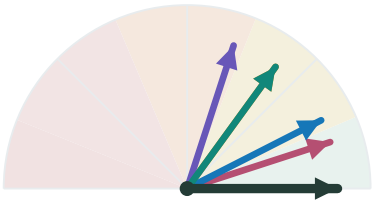
2 COMPONENT VECTOR MAPS



DEFINITION AND DESTINATION

Shared customer, different product

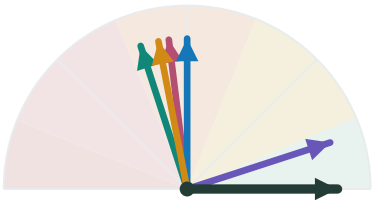
The group agrees that the initiative should serve teams under 25 through a lower-touch buying journey. It differs on what RelayForge must actually build. Some responses describe packaging and checkout; others include automated provisioning, onboarding, support boundaries, economics, and an upgrade path.



STRATEGIC THESIS AND EVIDENCE

Several theories of success

Leaders point toward demand capture, unaided activation, contribution economics, platform reliability, and support scalability. These theories can reinforce one another, but they have not yet been combined into a single testable thesis. Without that synthesis, the same pilot result could be called success by one function and failure by another.

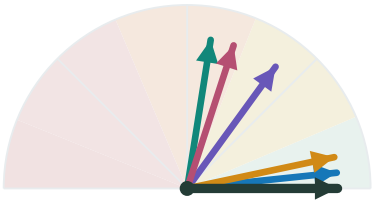


DECISION BOUNDARIES AND OPENNESS

Proceeding feels predetermined

This is the widest spread in the assessment. The initiative sponsor believes the initiative remains meaningfully shapeable, while four of five leaders experience the central choice to proceed as substantially fixed. Unless the remaining freedoms are named explicitly, the team may offer implementation advice when strategic challenge is still needed.

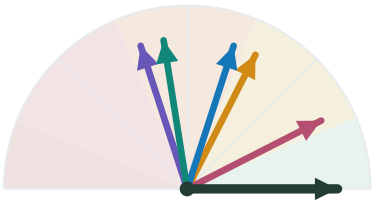
2 COMPONENT VECTOR MAPS - CONTINUED



PRIORITY AND COMMITMENT

Commitment is not conviction

Participants are broadly willing to carry a legitimate final decision, but they do not assign the initiative equal priority or strategic conviction. High professional commitment therefore does not pull skeptical leaders closer to the sponsor. The practical question is how much organizational attention the initiative should receive before the pilot resolves its central assumptions.



EXECUTION READINESS AND OWNERSHIP

Commitment exceeds capacity

Commitment is consistently high, but available capacity and organizational readiness are not. Process, accountable ownership, support design, and functional bandwidth constrain several leaders even where strategic support is present. The company appears ready to run a bounded pilot, not a general launch.

3 WHERE THE TEAM IS ALIGNED

Test before broadly scaling.

The responses support a bounded pilot rather than an unrestricted launch. Even the most enthusiastic leaders identify assumptions that should be tested before RelayForge commits greater capital and capacity.

Serve small teams directly.

Leaders share the intended customer: teams under 25 that should be able to evaluate, buy, and begin using RelayForge without the enterprise sales process. Monthly card billing and a materially lower-touch journey are part of the contemplated move.

Use the existing product.

The pilot should use RelayForge's core product and must not create a separate codebase. This genuine constraint rules out one expensive path before discussion begins.

Protect the enterprise base.

The initiative must not compromise reliability or contractual service levels. The team also expects explicit service boundaries so hidden self-serve work does not simply move into Customer Success.

Commit after the decision.

Participant commitment ranges from 8 to 10 out of 10. Leaders are prepared to carry a company decision even though conviction, capacity, and preferred design differ.

4 WHERE THE TEAM DIFFERS

A feature or business?

Some leaders frame the pilot primarily as pricing, checkout, and demand acquisition. Others believe it must test a complete operating system: provisioning, onboarding, support, economics, governance, and expansion. The pilot will be under-scoped unless the team agrees which elements belong in the hypothesis.

Open or already decided?

The initiative sponsor describes a strong preference that remains shapeable. Four of five leaders believe proceeding is effectively fixed. Unless the sponsor explicitly reopens the relevant choices, participants may offer implementation advice when strategic challenge is still needed.

One owner - or several?

Responses point to Product, Growth, Operations, or a dedicated cross-functional leader. These may reflect different interpretations of the initiative rather than merely org-chart preferences. The team must distinguish accountable business ownership from functional delivery leadership.

Which work gives way?

Proposed tradeoffs include enterprise analytics, platform reliability work, finance systems, sales hiring, and customer programs. They cannot all be the primary sacrifice. Until leadership chooses what will stop or move, the initiative's apparent capacity is overstated.

What proves success?

Some leaders prioritize paid demand and expansion pipeline; others prioritize unaided activation, contribution margin, provisioning reliability, or support independence. These can form one scorecard, but the team has not agreed how they govern the scale decision.

5 MISSING EVIDENCE

UNKNOWN	WHY IT MATTERS	FASTEST CREDIBLE TEST	DECISION INFORMED
Unaided activation	Existing trials included informal help.	Instrument a limited cohort and prohibit proactive intervention.	Scale onboarding or reshape it
Willingness to pay	Demand without viable pricing is not a business.	Test real card payment at two price / package configurations.	Price, packaging, and continuation
Support load	Hidden labor could erase economics and capacity.	Tag every human intervention and its cost.	Service promise and rollout size
Platform scope	Underestimated work could displace reliability.	Time-box technical discovery against the pilot journey.	Scope, timing, and tradeoffs
Expansion quality	Low-value sign-ups may not create enterprise pipeline.	Track qualified usage and upgrade signals.	Tier, acquisition channel, or both

6 LEADERSHIP CONVERSATION PLAN

Each agenda item uses the same grammar: preserve what is already aligned, ask one decision-quality question, and leave with a specific form of clarity.

1. Decision boundaries

OWNER
Initiative sponsor

QUESTION TO DISCUSS	ANSWER TO GET TO
Which parts of proceed, segment, scope, timing, staging, resources, ownership, and success measures can this team still change?	An explicit boundary for every category: fixed, shapeable within limits, or open.

ALREADY ALIGNED	Protect enterprise reliability; retain one core codebase.
MISSING EVIDENCE	None. This is a sponsor clarification.
LEAVE WITH	One-page decision-boundary map.

2. Pilot definition

OWNER
Accountable pilot owner

QUESTION TO DISCUSS	ANSWER TO GET TO
What is the smallest end-to-end experience that tests the business rather than only checkout?	A chosen cohort, offer, journey, service boundary, duration, and maximum exposure.

ALREADY ALIGNED	Target teams under 25; low-touch purchase; bounded test.
MISSING EVIDENCE	Technical discovery and service-path mapping.
LEAVE WITH	Pilot charter.

3. Scale criterion

OWNER
Sponsor and Finance

QUESTION TO DISCUSS	ANSWER TO GET TO
Which outcomes trigger scale, reshape, extended testing, or stop?	One threshold and observation window for demand, activation, reliability, support, economics, and expansion.

ALREADY ALIGNED	Scaling should depend on behavior and economics.
MISSING EVIDENCE	Baselines for current trials and support cost.
LEAVE WITH	Signed decision scorecard.

6 LEADERSHIP CONVERSATION PLAN - CONTINUED

4. Ownership and capacity

OWNER
Sponsor and Operations

QUESTION TO DISCUSS	ANSWER TO GET TO
Who owns the business result, who leads each functional contribution, and what work will stop?	One accountable owner, named delivery leads, capacity commitments, and approved tradeoffs.

ALREADY ALIGNED	The work is cross-functional.
MISSING EVIDENCE	Functional capacity estimates.
LEAVE WITH	Responsibility and capacity plan.

5. Challenge and assumptions

OWNER
Pilot owner

QUESTION TO DISCUSS	ANSWER TO GET TO
Which assumption does each leader most need the pilot to test, and what result would change their view?	A non-duplicative assumption set with a test and change condition for each.

ALREADY ALIGNED	Leaders will commit if the company proceeds.
MISSING EVIDENCE	Unaided activation, real willingness to pay, support load, platform scope, and early expansion signals.
LEAVE WITH	Pilot learning agenda.

This report is a fictional product-design sample. Company, initiative, people, and responses are invented.