

# Appendix A

## MBFC + SH Decision Worksheet

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### Purpose

The MBFC + SH Decision Worksheet is designed to improve decision quality by evaluating both value creation and friction reduction before action is taken.

It is not intended to replace financial analysis, engineering review, safety assessment, or professional judgment. Rather, it serves as a structured tool for improving the completeness of thinking and identifying system-wide impacts that might otherwise be overlooked.

If the answer is unclear, slow down and complete the worksheet below.

### Decision Summary

|                     |  |
|---------------------|--|
| Decision / Proposal |  |
| Prepared By         |  |
| Date                |  |
| Decision Owner      |  |

### Step 1: MBFC Impact Evaluation

For each dimension, assess expected impact.

| Dimension | Impact                                                                                               |
|-----------|------------------------------------------------------------------------------------------------------|
| More      | <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input type="checkbox"/> Positive |
| Better    | <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input type="checkbox"/> Positive |
| Faster    | <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input type="checkbox"/> Positive |
| Cheaper   | <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input type="checkbox"/> Positive |
| Safer     | <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input type="checkbox"/> Positive |
| Happier   | <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input type="checkbox"/> Positive |

Step 2: Friction Impact Evaluation

Will this decision increase or reduce friction?

| Friction Category | Impact                            |                                  |                                 |
|-------------------|-----------------------------------|----------------------------------|---------------------------------|
| Waste             | <input type="checkbox"/> Increase | <input type="checkbox"/> Neutral | <input type="checkbox"/> Reduce |
| Defects           | <input type="checkbox"/> Increase | <input type="checkbox"/> Neutral | <input type="checkbox"/> Reduce |
| Delays            | <input type="checkbox"/> Increase | <input type="checkbox"/> Neutral | <input type="checkbox"/> Reduce |
| Excess Cost       | <input type="checkbox"/> Increase | <input type="checkbox"/> Neutral | <input type="checkbox"/> Reduce |
| Risk              | <input type="checkbox"/> Increase | <input type="checkbox"/> Neutral | <input type="checkbox"/> Reduce |
| Frustration       | <input type="checkbox"/> Increase | <input type="checkbox"/> Neutral | <input type="checkbox"/> Reduce |

Step 3: Tradeoff Clarification

| Item                                | Response |
|-------------------------------------|----------|
| Primary Expected Benefits           |          |
| Primary Expected Costs or Drawbacks |          |
| Key Assumptions                     |          |
| What Could Go Wrong?                |          |

Step 4: Sustainability Check

| Question                                                         | Response                                                                                    |
|------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
| Will the benefits still exist in 12 months?                      | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Uncertain |
| Could this decision create new friction elsewhere in the system? | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Uncertain |
| If yes, explain:                                                 |                                                                                             |

Step 5: Verification Plan

| Question                              | Response                                                                                                                                                                 |
|---------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| How will net improvement be measured? | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Uncertain                                                                              |
| When will results be reviewed?        | <input type="checkbox"/> 30 Days <input type="checkbox"/> 90 Days <input type="checkbox"/> 6 Months<br><input type="checkbox"/> 12 Months <input type="checkbox"/> Other |
| Who owns follow-up?                   |                                                                                                                                                                          |

Final Decision

After reviewing all impacts, this decision represents:

| Decision Assessment           | Select One               |
|-------------------------------|--------------------------|
| Strong Net Improvement        | <input type="checkbox"/> |
| Moderate Net Improvement      | <input type="checkbox"/> |
| Neutral / Unclear             | <input type="checkbox"/> |
| Moderate Net Deterioration    | <input type="checkbox"/> |
| Significant Net Deterioration | <input type="checkbox"/> |

Final Question (Required)

Before approval, ask:

Does this move us in the right direction?

Toward:

More, Better, Faster, Cheaper, Safer, Happier

Or toward:

Waste, Defects, Delays, Cost, Risk, Frustration

If the answer is unclear, do not proceed without further evaluation.