

After you submit: your readiness map

You fill this in before you submit. You keep it open through the wait. When a question comes back, your answer is already sitting here.

The questions that come back in deliberation fall into five families. You cannot predict the exact question. You can stage an answer to each family before the gap opens. Write your answer in **your own numbers**. Mark whether the family is yours to move. Check it off only when you could say your answer out loud in the room today.

THE FAMILY	WHAT THEY ACTUALLY ASK	YOUR ANSWER, IN YOUR NUMBERS	YOURS TO MOVE?	READY
Do you trust the numbers	"Are these projections real?" "We discount any vendor number by half."	Discount your own return first. Cut it below what any skeptic would, and show it still clears the hurdle. See the worked example on the back.	Yours. This one you control entirely.	☐
Does it fit what we run	"Will this work with our stack, especially online banking?" "Are we standing up another platform that becomes its own silo?"	Name the systems it touches. If the integration detail is not yours to give, name the person who gives it and get them in early.	Partly. Bring IT in, or route the question straight to them.	☐
Who does the work, and when	"Do we have the resources to stand this up?" "When would we have the capacity?"	Name the internal owner and a realistic window. A vague answer here stalls the case on its own.	Yours, with your operations lead.	☐
Why this, why now	"We're choosing a new CMS vendor. Shouldn't we wait?" "No budget line exists for this. What do we pull from?"	Tie it to the goal leadership already set, not to the other vendor decision. The goal is due this cycle whatever that other slot does.	Yours. This is the one that runs out the clock. Answer it before it is asked.	☐
What we get for the price	"What do we actually get?" "We can send emails off core data for less."	Separate real-time response from a periodic email. Put the value on the goal it reaches, not on the fee.	Yours.	☐

BEFORE YOU SUBMIT, THREE CHECKS

1

Which family runs hottest in your committee. Put your sharpest answer there.

2

Which question is not yours to move. Name who owns it and brief them now.

3

Who hesitated last time. You go back to that person first.

A committee mostly decides in the quiet between the meeting and the vote. This page is how you keep your case alive in that gap.

Cut your own number before the CFO does

A finance chief distrusts a return that looks too large, even after their own team checked the inputs. A number that good reads as a number hiding something. You take that reaction off the table inside the submission, by discounting the return yourself before anyone else can.

Stage this line in your business case

FILL THE BLANKS WITH YOUR OWN FIGURES

“Our model shows a return several times our investment threshold over five years. Cut to a quarter of that projection, it still clears our ____% hurdle. Finance vetted the inputs on ____.”

You are handing the committee a figure they cannot easily argue down, **because you already cut it by three quarters yourself**. The conversation moves off whether to trust your projection and onto a number that survived its own discount.

Speed is the part you control. A key person leaving or a merger is not yours to fix. Whether a returning question gets a short, credible answer the same week is. You win the gap on speed, not on volume.

Consensus is what lets a room act. Buying teams that reach real agreement are far likelier to call the decision a good one. The answers you stage here are how you build that agreement one person at a time.

A no, a not now, and a we’ll let you know all leave the work open. The goal that sent you looking has not changed. You go back to the person who hesitated, sharpen the answer that landed soft, and bring the case again.

The cases that get funded tend to be the ones somebody kept carrying after the room went quiet. Keep answering, and keep building the agreement, until the committee is ready to grant the yes it stalled on.