Assumptions and Decision Log

Keep supporting and disconfirming evidence attached to a decision.

For: Sponsors, product owners, and working teams | Use when: When an important decision depends on uncertain information | Suggested time: 15 minutes

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Use synthetic or authorized information. Keep sensitive work in approved tools. A named person owns each decision. These tools support discussion and planning; they are not validated assessments.

Separate what you know from what you believe

Record one consequential assumption per row. Make the test observable, and look for evidence that would overturn the assumption.

Decision and assumption

What are you deciding, and what must be true?

Supporting evidence

What observation supports that belief?

Disconfirming evidence

What would show the assumption is wrong?

Test and owner

What can you inspect or try next?

Decision and residual uncertainty

Continue, change, defer, or stop? What remains unknown?

Review date

When will you revisit it?

Completed companion example

All organizations, workflows, numbers, and results in these examples are fictional and provided for learning. Targets are proposed decision criteria, not validated standards or promised outcomes.

Decision and assumption

Pilot policy drafting; assume source lookup is a major contributor to handling time.

Supporting evidence

Analysts report repeated policy searches; timed baseline still needed.

Disconfirming evidence

Most handling time comes from missing context rather than lookup.

Test and owner

Service-desk lead times a consistent sample over two weeks.

Decision and residual uncertainty

Defer time-saving claim until baseline is measured; quality benefit remains a separate hypothesis.

Review date

At the baseline review, two weeks after kickoff.

Original guide: https://builtinto.work/resources/assumptions-decision-log