

# Roadmap Governance Model

Strategy | Original applied model | Portfolio version 1.0

A governance model connecting strategic context, opportunity evidence, trade-offs, dependencies, risks, roadmap decisions, and outcome reviews.

## Problem it solves

Roadmaps become unstable feature lists when decision criteria, evidence, ownership, review cadence, and de-prioritization are unclear.

## When to use it

- Multiple stakeholders compete for roadmap capacity.
- Priorities change without transparent reasoning.
- Dependencies and risks repeatedly disrupt commitments.
- Teams need a disciplined way to stop or defer work.

## When not to use it

- A small team has one clear objective and minimal dependencies.
- Governance is being used to centralize every minor product decision.
- The organization is unwilling to expose trade-offs.

## Inputs

- Product strategy and missions
- Opportunity evidence
- Customer and commercial inputs
- Capacity and dependencies
- Risk and compliance context
- Product-health findings

## Process

- 1. Strategic context** - Confirm product missions, outcomes, constraints, and investment themes.
- 2. Opportunity evidence** - Capture customer, market, product, commercial, and technical evidence.
- 3. Evaluate** - Compare value, strategic fit, confidence, feasibility, risk, and platform leverage.
- 4. Review dependencies** - Expose sequencing, architecture, data, organizational, and operational constraints.
- 5. Decide** - Prioritize, defer, reject, stop, or request more evidence.
- 6. Communicate** - Document rationale, assumptions, impacts, and what is not being pursued.

**7. Review outcomes** - Compare results with intent and return learning to the roadmap.

## Decision points

- Is the opportunity strategically relevant?
- Is evidence sufficient for the size of investment?
- What is displaced by this choice?
- What dependencies or risks change sequencing?
- What evidence would cause the decision to change?

## Outputs

- Opportunity register
- Evidence score
- Prioritized roadmap
- Decision log
- Dependency map
- Not-now list
- Outcome review

## Success measures

- Decision turnaround
- Roadmap stability
- Evidence coverage
- Dependency-related delay
- Stakeholder alignment
- Outcome achievement
- Stopped-work value

## Portfolio application

I use roadmap governance to align engineering, UX, sales, support, and business stakeholders while making trade-offs and evidence visible.

## Common pitfalls

- Treating scores as automatic decisions.
- Overweighting the loudest stakeholder.
- Hiding the cost of displaced work.
- Failing to revisit assumptions.
- Maintaining a roadmap with no outcome review.

## Skills demonstrated

- Roadmap strategy
- Prioritization
- Stakeholder alignment
- Decision transparency
- Dependency management
- Outcome review

## Interview discussion prompts

- How do you handle competing roadmap requests?
- How do you communicate a no or not-now decision?
- When should a roadmap commitment change?
- What makes governance useful rather than bureaucratic?

This is a portfolio framework and is not legal, regulatory, compliance, financial, or medical advice.