

Program Planning Checklist

TPM Compass - Gate-by-gate readiness checklist

Use this checklist as a conversation guide, not a sign-off theater. If you cannot confidently answer these questions, the program is not ready to execute.

Gate 1: Before Planning

- ☐ Do we understand the business problem beyond the requested solution?
- ☐ Is the Executive Sponsor aligned on outcomes and success criteria?
- ☐ Have all engineering organizations and stakeholders been identified?
- ☐ Have we documented assumptions, constraints, and known risks?

Gate 2: Planning

- ☐ Have we defined measurable business outcomes?
- ☐ Are we planning capabilities instead of individual features?
- ☐ Is the roadmap organized around dependency readiness rather than engineering effort?
- ☐ Have Platform Engineering, Security, SRE, Infrastructure, DevEx, and Product teams reviewed the plan?
- ☐ Does every critical dependency have an owner?
- ☐ Is the governance model agreed before execution starts?

Gate 3: Execution

- ☐ Are dependencies reviewed every week?
- ☐ Are decisions documented and followed through?
- ☐ Are blockers escalated quickly rather than waiting for milestone reviews?
- ☐ Are engineering metrics balanced with adoption and program health metrics?
- ☐ Are we prepared to replan if business outcomes become at risk?

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Gate 4: Governance

- ☐ Are governance meetings producing decisions?
- ☐ Are executives reviewing business outcomes instead of feature status?
- ☐ Is production readiness evaluated across Engineering, Platform, Security, Infrastructure, and Operations?
- ☐ Are release decisions based on evidence rather than optimism?

Gate 5: Closure

- ☐ Did the program achieve its intended business outcome?
- ☐ What planning assumptions proved incorrect?
- ☐ Which governance practices should become organizational standards?
- ☐ Which artifacts should be reused by future programs?
- ☐ Have we captured lessons before people move to the next initiative?