

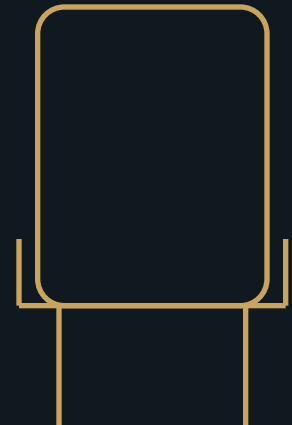
LARRY HARMON / EXECUTIVE SCOPE GUIDE

The Missing Chair

Your priorities. Stronger decisions.

Ten facets of executive advisory, governed intelligence,
and accountable execution.

Scope. Deliverables. Evidence. A practical starting point.



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THE EXECUTIVE CASE

Progress you can lead. Work you can inspect.

Your priorities set the mandate. My contribution strengthens the evidence, judgment, and follow-through behind the decisions you own.

Start with the decision that matters

A new title or another software promise does little by itself. The useful starting point names a business objective, an accountable executive, a consequential decision, and the gap that prevents confident action. That gap determines which facet deserves attention.

A practical contribution alongside your team

I work with leadership to examine assumptions, connect the right expertise, and turn findings into a manageable next step. Your executives retain authority over priorities and commitments. The work should make their decisions easier to explain and their progress easier to demonstrate.

One coherent offer, several ways to begin

The Missing Chair provides the advisory relationship. Census Intelligence supplies a bounded operating problem. DREADNOUGHT governance and DARAM address AI authority and risk. CACHELINE and RECALL address context and continuity. SHADOW HUNTER addresses unmanaged AI discovery. Outcome Inference Engineering addresses evaluation. EDGE addresses demonstrated team behavior.

Choose one meaningful starting point

Begin where a specific executive needs a stronger decision or a visible operating improvement. Expand only when the first scope produces useful evidence and the next mandate makes sense.

HOW TO USE THIS GUIDE

Find the right facet.

Each section explains the executive purpose, proposed scope, work products, inputs, acceptance criteria, and a focused next step.

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Readiness is part of the scope

Defined advisory work, documented methods, proposed pilots, and developing software capabilities require different commitments. Each section states its current footing. A detailed descriptor does not turn a concept into a deployed product or establish delivery capacity.

[First 90 days and engagement choices - page 24](#)

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01 / EXECUTIVE & BOARD ADVISORY

Make the next consequential decision easier to defend.

You own the decision and the result. My role adds independent scrutiny before commitment, then a disciplined record of what leadership decided and what happened next. The work connects strategy, operating constraints, AI exposure, and execution without turning every issue into a new committee.

Current footing: Defined advisory scope; availability and appointment agreed individually.

Scope of the work

Decision challenge. Examine one consequential recommendation, its alternatives, dependencies, assumptions, and the evidence that could change the choice.

Operating resilience. Connect growth commitments to capacity, essential services, recovery dependencies, and the people who can authorize a response.

AI accountability. Ask what a connected system can affect, who approved that authority, what evidence exists, and who can intervene.

Executive follow-through. Translate accepted recommendations into owners, review dates, completion evidence, and clear escalation questions.

An executive use case

Illustrative use: before accepting a large customer contract, leadership examines staffing capacity, cash timing, supplier dependencies, and authority to make customer commitments. The output supports the executive decision; it does not guarantee the contract will succeed.

Best fit: a CEO, CFO, COO, founder, or governing board facing a decision that crosses several functions and lacks a clear independent reviewer.

01 / DELIVERY & EVALUATION

Executive advisory

Agree the work products and the evidence of completion before the engagement begins.

Decision brief. The recommendation, examined alternatives, evidence, assumptions, unresolved issues, and the decision requested.

Exposure and ownership map. The material dependencies, their owners, existing controls, and items needing a specialist or a management decision.

Action record. Accepted, deferred, and rejected recommendations, with reasons, owners, dates, and completion criteria.

Executive review. A concise account of progress, remaining uncertainties, and the next choices requiring leadership attention.

Inputs and participation

One named sponsor and decision owner; access to the relevant decision materials; the useful decision deadline; an agreed confidentiality and conflict-disclosure process.

How to judge the work

- The decision owner can explain the key assumptions and the evidence behind them.
- Every accepted action has an owner, a review date, and a visible completion test.
- The final brief separates findings, recommendations, management choices, and unresolved matters.

Scope boundary

A contracted advisory engagement supplies advice within its agreed remit. Appointment to a governing board follows the company's separate selection, governance, and legal processes. Technical, legal, accounting, or regulated professional judgments require the appropriate specialists.

A focused first step

Bring one pending decision and its deadline. We define the useful contribution before discussing a recurring role.

[Discuss this scope with Larry Harmon](#) | [Return to contents](#)

02 / CENSUS INTELLIGENCE

Give workforce decisions a cleaner starting point.

A leadership decision can inherit every omission in the file beneath it. Census Intelligence supplies a controlled prompt and workflow for one census inside the employer's authorized AI environment. Your team keeps the workforce data under its authority while identifying gaps and preparing clear questions for HR and the licensed benefits adviser.

Current footing: Bounded service design; confirm authorized environment, capacity, and scope before acceptance.

Scope of the work

Input agreement. Define the use, fields, population, file version, authorized environment, and acceptance rules before processing.

Normalization. Apply agreed formats and documented transformations inside the authorized environment while preserving the original input.

Exception review. Identify missing required information, duplicate candidates, inconsistent values, and cases requiring owner confirmation.

Executive handoff. Provide a concise view of data quality, material exceptions, assigned follow-up, and limitations on downstream use.

An executive use case

Illustrative use: HR runs an approved census-readiness workflow inside the employer's authorized AI environment. The output distinguishes records ready for the next step from exceptions HR or the broker must resolve, with traceable questions rather than invented values.

Best fit: employers, HR leaders, benefits advisers, and authorized agencies that need a defined census made decision-ready.

02 / DELIVERY & EVALUATION

Census intelligence

Agree the work products and the evidence of completion before the engagement begins.

Controlled workflow and working file. An agreed prompt and workflow; any permitted normalization stays inside the authorized environment with source and transformation notes retained.

Exception register. The affected record reference, field, issue, priority, owner, and information needed to resolve the issue.

Validation summary. Checks performed, input and output record counts, unresolved discrepancies, and any exclusions.

Executive operating view. A summary of readiness for the intended next step, outstanding decisions, and recommended follow-up.

Inputs and participation

Authorized data owner; documented intended use; agreed fields; employer-authorized AI environment; minimum necessary data; approved access and retention rules. This website and its inquiry forms do not collect employee census files. Do not email those files.

How to judge the work

- Input and output populations reconcile, with exclusions and changes explained.
- Required-field and consistency checks follow the agreed rules; unresolved issues stay visible.
- The authorized recipient can trace each material exception to a source record and an owner.

Scope boundary

The proposed 48-hour window begins after agreement on scope, authorized environment, required inputs, and start time. It covers the agreed readiness workflow and exception report, not third-party response time. No fabricated values, insurance quotes, coverage advice, eligibility determination, or compliance certification forms part of this scope.

A focused first step

Describe the population, intended use, fields, and deadline using business details only. Agree the authorized environment before any handling of workforce data.

[Discuss this scope with Larry Harmon](#) | [Return to contents](#)

03 / DREADNOUGHT GOVERNANCE

Move useful AI forward with authority you can explain.

Leadership needs a practical answer to a simple question: what can this system do on the company's behalf? DREADNOUGHT governance connects a business purpose to explicit authority, operating limits, observation, intervention, and retained evidence. The executive benefit comes from a clearer decision about what to permit, restrict, test, or defer.

Current footing: Advisory methodology and proposed control design; implementation requires separate verification.

Scope of the work

Authority mapping. Identify the system, owner, connected tools, accessible data, available actions, and source of each permission.

Bounded execution. Define allowed actions, approval gates, limits, prohibited actions, and conditions requiring a pause.

Observation and intervention. Specify what the owner must see, who can stop the workflow, and how the team verifies that intervention works.

Recovery and evidence. Define failure handling, restoration responsibilities, retained records, and triggers for reassessment.

An executive use case

Illustrative use: an internal drafting assistant gains access to a mailbox. Leadership examines the exact transition from preparing text to sending commitments, and requires a clear decision before expanding external action.

Best fit: an executive sponsor, technology leader, or operational owner deciding whether an AI workflow should begin, expand, or continue.

03 / DELIVERY & EVALUATION

DREADNOUGHT governance

Agree the work products and the evidence of completion before the engagement begins.

Authority and data-flow map. The workflow, owners, data boundaries, connected systems, and permissions included in the review.

Control requirements. Proposed approval gates, action limits, escalation triggers, monitoring requirements, and recovery responsibilities.

Verification plan. A safe test plan for selected controls, including conditions, evidence to capture, and pass/fail criteria.

Leadership disposition. Proceed, proceed with conditions, restrict, defer, or stop recommendations, with open issues and required decisions.

Inputs and participation

Named business and technical owners; an accurate account of the workflow; access to relevant configuration evidence; a safe test environment where needed; agreement on the exact system version and scope.

How to judge the work

- Each consequential action connects to a named owner and an explicit permission decision.
- Selected controls have evidence of operation under stated test conditions, or retain an unverified label.
- Leadership can identify the stop authority, recovery owner, and material unresolved exposure.

Scope boundary

A written policy does not establish an enforced technical control. A passed test covers its stated conditions and version. This advisory method supplies no blanket security assurance, legal conclusion, certification, or proof of permanent control. Production changes require separate authorization and appropriate technical execution.

A focused first step

Select one AI workflow that can affect a meaningful business outcome. Map its actual authority before considering expansion.

[Discuss this scope with Larry Harmon](#) | [Return to contents](#)

04 / DREADNOUGHT CLIENT INTELLIGENCE

Put commercial effort behind conversations worth earning.

A larger contact list helps little when the records lack relevance, provenance, or a responsible next step. This developing workstream organizes discovery, qualification, source checks, approved outreach, and response routing around an executive's actual growth priorities. The proposed power dialer remains a later development item.

Current footing: Developing modular roadmap; no claim of live autonomous prospect-to-appointment delivery.

Scope of the work

Discover with a reason. Define the target account, buying problem, useful public signals, and the evidence supporting fit.

Verify and route. Check role relevance, contact sources, freshness, duplicates, and eligibility before assigning one primary offer.

Prepare the conversation. Develop a focused message and next step connected to the recipient's role and a substantiated business signal.

Track the handoff. Record approved activity, responses, ownership, suppression updates, and the next action for human follow-through.

An executive use case

Illustrative use: a growth team researches a defined group of employers for a census discussion. Each record carries a source and a reason for fit; the team approves outreach and logs the response instead of counting unverified records as pipeline.

Best fit: a business owner or commercial leader who needs a traceable prospecting process and clear accountability for follow-up.

04 / DELIVERY & EVALUATION

Client intelligence

Agree the work products and the evidence of completion before the engagement begins.

Targeting brief. The account profile, decision-maker roles, fit signals, exclusions, and the intended commercial conversation.

Traceable prospect sample. A bounded set of records with provenance, dates, verification state, primary campaign, and unresolved items.

Approved workflow design. The proposed outreach, human review, response handling, suppression, and meeting handoff steps.

Operating scorecard. A definition of verified records, qualified conversations, accepted meetings, exceptions, and evidence sources.

Inputs and participation

A defined offer and audience; approved sender and channels; recipient-verification rules; existing opt-out and suppression records; an accountable response owner; a usable meeting destination.

How to judge the work

- Sample records demonstrate role fit, source traceability, and a current verification state.
- A recipient follows one primary campaign at a time; exceptions and suppression states remain visible.
- A meeting counts only when the agreed qualification and confirmation evidence exists.

Scope boundary

This guide describes proposed scope, not an active automated service or a guaranteed meeting volume. Legal and platform requirements need channel-specific review before activation. No purchased access, paid tools, bulk sending, automated posting, or dialing starts without agreed authority and separate scope. Planned pricing does not establish readiness.

A focused first step

Choose one offer, one buyer problem, and a small prospect sample. Evaluate record quality before scaling activity.

[Discuss this scope with Larry Harmon](#) | [Return to contents](#)

05 / CACHELINE

Carry the useful context into the next decision.

People often have the documents and still lack the context needed to use them. CACHELINE proposes an organized layer of approved organizational context: definitions, operating constraints, current assumptions, and the relationships that make information meaningful. The aim gives leadership a clearer starting point without hiding the source or its limits.

Current footing: Concept and proposed bounded pilot; no established production platform or validated performance claim.

Scope of the work

Context inventory. Identify the decisions and recurring questions that require shared organizational understanding.

Meaning and ownership. Define terms, business rules, source owners, effective dates, and review responsibilities.

Decision context packs. Organize the relevant material for a selected use, with source links, known limits, and unresolved questions.

Controlled refresh. Define how owners approve updates, supersede old context, restrict access, and correct errors.

An executive use case

Illustrative use: a newly appointed regional manager needs to understand a customer commitment. A context pack links the approved service definition, capacity assumptions, escalation path, and source owners, rather than returning a disconnected collection of files.

Best fit: leadership teams whose decisions repeatedly depend on information spread across functions, documents, or experienced individuals.

05 / DELIVERY & EVALUATION

CACHELINE

Agree the work products and the evidence of completion before the engagement begins.

Context map. The selected decision, required knowledge, source locations, accountable owners, and gaps.

Approved context pack. A bounded collection of definitions, constraints, assumptions, and references for the chosen use.

Refresh and access rules. Who can approve changes, who can read the material, and how stale or withdrawn information gets handled.

Pilot evaluation. Results from agreed retrieval and interpretation tasks, including errors, omissions, and user feedback.

Inputs and participation

One bounded decision or workflow; permission to use selected sources; owners who can confirm meaning; document versions; access classifications; an agreed update route.

How to judge the work

- A reviewer can trace material statements to an approved source and its effective date.
- Users distinguish current facts, management assumptions, and unresolved context gaps.
- Agreed test questions expose omissions and stale information; corrections follow the approved route.

Scope boundary

CACHELINE concerns the context needed to interpret current work. DREADNOUGHT RECALL concerns the retained history of decisions and events. A context pack does not establish truth, complete organizational knowledge, unrestricted search, or a working integration. Any software implementation requires a separately scoped build and testing.

A focused first step

Choose one repeated question that currently depends on finding the right person. Test a small context pack against actual source material.

[Discuss this scope with Larry Harmon](#) | [Return to contents](#)

06 / DREADNOUGHT RECALL

Keep the reasoning when the people or systems change.

A company can retain the final decision and lose the reasons behind it. DREADNOUGHT RECALL proposes a controlled record of decisions, evidence, commitments, exceptions, and later results. Leadership gains a way to revisit what the company knew at the time without letting a polished retrospective replace the original record.

Current footing: Proposed knowledge-continuity capability; design and pilot scope only.

Scope of the work

Decision history. Capture the owner, decision date, alternatives, supporting evidence, assumptions, and approval record.

Operational continuity. Preserve selected commitments, handoffs, exceptions, and unresolved actions that another owner must understand.

Provenance and revision. Link records to sources; retain original entries and append corrections or later results.

Retrieval and review. Test whether an authorized successor can reconstruct a decision and identify what changed.

An executive use case

Illustrative use: a new executive reviews why the company accepted a supplier dependency. The record preserves the original tradeoff, owner, supporting evidence, and reconsideration trigger, followed by later developments rather than a rewritten explanation.

Best fit: organizations facing key-person dependencies, leadership transitions, repeated re-analysis, or missing decision histories.

06 / DELIVERY & EVALUATION

DREADNOUGHT RECALL

Agree the work products and the evidence of completion before the engagement begins.

Record model. A defined structure for the selected decisions, events, evidence, owners, and subsequent changes.

Pilot decision journal. A bounded set of records created from approved material, with gaps identified rather than invented.

Retention and access design. Proposed ownership, correction, access, retention, and deletion rules for the reviewed record types.

Continuity exercise. A task-based test showing what a permitted successor can reconstruct, and where the record fails.

Inputs and participation

A defined record population; authority to retain and use the material; source versions; retention requirements supplied by the client; accountable record owners; agreed retrieval tasks.

How to judge the work

- A reviewer can distinguish the contemporaneous decision from later corrections and outcomes.
- Material records identify owners, dates, sources, and unresolved evidence gaps.
- The successor exercise documents what the record supports, what remains unclear, and the required repair.

Scope boundary

Recall cannot recover facts never recorded or prove completeness from an attractive summary. It does not create legal privilege, immutable evidence, or a certified records system. Technical audit logging, tamper resistance, and production integrations need explicit design and verification. Client retention and access rules control the scope.

A focused first step

Pick one recent consequential decision and reconstruct its trail. Use the gaps to define a practical continuity pilot.

[Discuss this scope with Larry Harmon](#) | [Return to contents](#)

07 / SHADOW HUNTER

Understand the AI work happening outside the inventory.

An AI policy cannot govern a workflow leadership has never identified. SHADOW HUNTER proposes a proportionate discovery and triage approach for unmanaged or poorly documented AI use. The aim supports useful adoption through a workable approval route while making material data and authority exposures visible to the right owners.

Current footing: Governance discovery concept; authorized review design before any technical discovery activity.

Scope of the work

Set the boundary. Agree the business units, approved discovery methods, evidence sources, employee communications, and exclusions.

Find use cases. Use owner interviews, voluntary disclosure, approved inventories, and other specifically authorized evidence sources.

Triage the exposure. Identify the business purpose, data involved, connected permissions, owner, and matters needing specialist review.

Route the response. Recommend approval, containment, further review, or a supported alternative with clear ownership.

An executive use case

Illustrative use: a department uses an external assistant to summarize customer material. The review identifies the actual workflow, information involved, account ownership, and sharing arrangement before recommending a proportionate response.

Best fit: a technology, operations, or risk leader who suspects the formal AI inventory does not reflect actual business use.

07 / DELIVERY & EVALUATION

SHADOW HUNTER

Agree the work products and the evidence of completion before the engagement begins.

Discovery charter. The scope, authorized methods, participants, communications, exclusions, and handling of sensitive findings.

Use-case inventory. A bounded record of discovered uses, sources, owners, data categories, permissions, and verification state.

Triage register. Material issues, proposed priorities, evidence gaps, accountable reviewers, and immediate decision requests.

Adoption pathway. A proposed route for approving useful applications, applying restrictions, and rechecking material changes.

Inputs and participation

Executive sponsorship; relevant IT, privacy, HR, and business participation; permission for each evidence source; a process for handling sensitive findings; a clear approved-tool and exception route.

How to judge the work

- Every inventory entry identifies how the team learned about it and what remains unverified.
- The report distinguishes observed use, suspected use, and questions requiring further investigation.
- Each material finding has a responsible reviewer and a proportionate next decision.

Scope boundary

No covert employee surveillance, unauthorized account access, blanket network scanning, or comprehensive detection claim forms part of this concept. Technical discovery requires explicit authorization and suitable specialists. Findings support governance decisions; they do not establish misconduct or justify an informal disciplinary process.

A focused first step

Select one department and a transparent, authorized discovery method. Test whether the organization can route a useful disclosure into a real decision.

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08 / DARAM

Turn AI risk discussion into a specific decision.

A generic risk label gives leadership little basis for action. DARAM proposes a structured assessment of a defined AI use case: intended benefit, affected people and processes, available authority, failure modes, existing controls, and unresolved evidence. The useful output explains what should happen next and why.

Current footing: Developing AI risk-assessment approach; no validated universal score or certification.

Scope of the work

Define the use. Specify the decision, deployment context, affected workflow, system version, owner, and intended benefit.

Map consequences. Examine plausible failure modes and the business, data, operating, and human consequences in the selected scope.

Examine controls. Compare stated controls with available evidence, including approval, monitoring, intervention, and recovery.

Recommend a disposition. Present alternatives, conditions for proceeding, residual limitations, and reassessment triggers.

An executive use case

Illustrative use: leadership considers an assistant that recommends supplier selections. The assessment distinguishes advisory output from purchase authority, examines checking and escalation, and defines conditions required before a controlled pilot.

Best fit: a sponsor deciding whether to introduce, expand, materially change, or continue a consequential AI workflow.

08 / DELIVERY & EVALUATION

DARAM

Agree the work products and the evidence of completion before the engagement begins.

Use-case assessment brief. The defined system, business purpose, affected workflow, owners, inputs, and boundaries.

Risk and evidence register. The identified scenarios, assumptions, observed controls, missing evidence, and responsible owners.

Treatment alternatives. Options to reduce scope, add controls, obtain evidence, use a different approach, or defer.

Decision and review record. The recommendation, conditions, management disposition, residual limitations, and change triggers.

Inputs and participation

A use-case description; business and technical owners; relevant configuration and supplier information; access to control evidence; the organization's decision criteria and risk appetite.

How to judge the work

- Each material risk statement identifies a scenario, a consequence, and its evidence or assumption.
- Priority judgments show their reasoning rather than hiding uncertainty inside an unsupported score.
- Leadership can identify the choice required, the responsible owner, and the evidence needed to revisit it.

Scope boundary

DARAM assesses risk to inform a decision; DREADNOUGHT governance designs the ongoing authority and control arrangement. This developing method provides no validated probability, universal risk rating, legal assurance, or certification. Specialist testing and regulated assessments require separately qualified work.

A focused first step

Bring one use case and the decision you need to make. Define the decision criteria before gathering more evidence.

[Discuss this scope with Larry Harmon](#) | [Return to contents](#)

09 / OUTCOME INFERENCE ENGINEERING

Know what would demonstrate that the work helped.

A project can produce activity, outputs, and a convincing story without showing whether it advanced the executive's objective. Outcome Inference Engineering proposes an explicit link between the intended result, the actions expected to influence it, the evidence collected, and competing explanations. The goal supports decisions about continuing, changing, or stopping work.

Current footing: Methodology under development; proposed hypothesis and evaluation design.

Scope of the work

Define the result. Agree the business outcome, affected population, time window, constraints, and responsible decision owner.

Describe the mechanism. State how the proposed action should influence the result and which assumptions must hold.

Design the evidence. Choose practical measures, baselines, comparison opportunities, data sources, and quality checks.

Set decision rules. Define what results would justify continuation, adaptation, further testing, or stopping.

An executive use case

Illustrative use: a team expects a new approval workflow to reduce rework. The review separates completed forms from accepted first-pass work, records workload and staffing changes, and avoids attributing every improvement to the workflow alone.

Best fit: an executive sponsor who needs an accountable explanation of whether a project, workflow, or intervention merits further investment.

09 / DELIVERY & EVALUATION

Outcome Inference Engineering

Agree the work products and the evidence of completion before the engagement begins.

Outcome and assumption map. The objective, proposed mechanism, dependencies, uncertainties, and factors outside the project's control.

Measurement protocol. Operational definitions, baseline, data sources, collection responsibilities, time window, and quality limits.

Evaluation design. A proportionate comparison or review method, with assumptions and threats to interpretation stated.

Decision review. Observed results, alternative explanations, confidence limits, and the next management choice.

Inputs and participation

A defined objective; permission to use relevant data; an accountable sponsor; feasible baseline or comparison information; the time and resources available for evaluation.

How to judge the work

- The team can distinguish activity measures, outputs, and business outcomes.
- The review states alternative explanations and missing information alongside the observed result.
- Continuation decisions follow pre-agreed criteria, or explain why leadership changed those criteria.

Scope boundary

A trend or before-and-after change does not by itself establish causation. This developing methodology cannot guarantee attribution, savings, or return on investment. Advanced statistical or experimental work needs suitable expertise, enough data, and a separate scope. Illustrations describe evaluation design, not achieved client results.

A focused first step

Choose one initiative and complete the sentence: We would change our next decision if the evidence showed _____. Build the evaluation around that choice.

[Discuss this scope with Larry Harmon](#) | [Return to contents](#)

10 / BEHAVIOR-BASED SUCCESS / EDGE

Give the team behaviors it can rehearse and demonstrate.

Knowing a procedure and applying it under pressure demand different evidence. Behavior-Based Success uses the EDGE framework to make selected execution behaviors observable, coachable, and reviewable. The executive sponsor can examine how the team briefs, communicates, challenges, decides, recovers, and transfers the learning back into work.

Current footing: Documented curriculum and pilot design; dates, instructors, cohort, and scope require confirmation.

Scope of the work

Execution. Define the operational objective and a small set of visible behaviors that support it.

Decision-making. Rehearse continue, adapt, pause, and abort choices against explicit conditions and limits.

Group coordination. Practice role clarity, read-backs, closed-loop communication, challenge, and escalation.

Evaluation. Observe against shared anchors, coach a specific gap, rerun the behavior, and assign follow-through.

An executive use case

Illustrative use: supervisors receive an incomplete operating brief and a time-pressure inject. Observers record whether the team clarifies roles, checks assumptions, escalates a weak signal, and identifies a recovery action. A coached rerun tests the targeted behavior.

Best fit: operations, HSE, training, mission-assurance, and workforce leaders with a recognizable team-execution problem and a coherent participant group.

10 / DELIVERY & EVALUATION

Behavior-Based Success / EDGE

Agree the work products and the evidence of completion before the engagement begins.

Pilot and scenario brief. The target behavior, operating consequence, participants, scenario conditions, and observation boundaries.

Behavioral scorecard. Defined anchors for effective, weak, and unacceptable demonstrated actions, supported by observation notes.

Coached practice record. Baseline observations, one or more targeted corrections, and a rerun under stated conditions.

Transfer and review plan. Participant commitments, supervisor ownership, a proposed 30-day follow-up, and barriers requiring executive action.

Inputs and participation

A sponsor with authority over the cohort; a job-relevant execution gap; agreed observation and privacy boundaries; suitable facilitators; time for practice and follow-up.

How to judge the work

- Observers record visible actions against agreed anchors rather than personality impressions.
- Reports distinguish exercise performance from evidence of sustained workplace transfer.
- Each transfer commitment has an owner, a review point, and an observable demonstration.

Scope boundary

This scope concerns company performance training, not OPITO, GWO, STCW, or other third-party certification. A better exercise score does not establish fewer incidents or sustained business improvement. AI analysis, observer licensing, and larger deployment options require separate scope and appropriate controls.

A focused first step

Name one execution behavior and its operational consequence. A scoped executive brief can test whether a fuller cohort addresses the need.

[Discuss this scope with Larry Harmon](#) | [Return to contents](#)

A PRACTICAL FIRST 90 DAYS

An agenda that earns its continuation.

A proposed advisory sequence, adapted to the mandate, available evidence, decision deadlines, and access.

Days 1-30 / Locate the decision gap

Select one consequential decision or workflow. Confirm the sponsor, decision owner, intended outcome, information access, and boundaries. Review assumptions and material dependencies. Separate what the evidence demonstrates from what leadership still needs to learn.

First review

A decision brief, prioritized questions, known evidence gaps, and a recommendation for the next bounded action.

Days 31-60 / Put ownership around the response

Agree the accepted actions and their owners. Define completion evidence, decision rights, escalation triggers, and practical constraints. Where appropriate, run a safe pilot or controlled exercise. Technical implementation follows its own authorization and competence requirements.

Second review

An action and accountability map, pilot or exercise findings where commissioned, and a clear record of accepted or deferred recommendations.

Days 61-90 / Bring evidence back to leadership

Review what changed, what the evidence supports, and which material issues remain open. Compare the value of the work with the management attention and cost it required. Recommend continuation, a narrower scope, a different specialist, or an orderly close.

Continuation decision

The executive sponsor receives a concise result and a fair basis to decide what deserves further investment.

DEFINE THE ENGAGEMENT

One priority. One mandate. A visible next decision.

You do not need the entire portfolio. Start with the work most likely to advance a consequential priority.

Agree a one-page charter

Record the sponsor and decision owner; the business objective; included work; excluded work; deliverables; evidence of acceptance; access and confidentiality; responsibilities; timing; fees; conflicts; and the route for changing or ending the scope.

Choose an appropriate commercial arrangement

A fixed-scope diagnostic, a defined project, or a recurring advisory engagement can support different needs. A board appointment requires its own process and terms. Scope, capacity, responsibility, and evidence expectations come before a pricing commitment. Any outcome-linked arrangement needs an agreed baseline, attribution method, review process, and written terms.

Bring these five answers to the first conversation

What decision or operating result matters most? What would improve if the work succeeded? What evidence exists today? Who owns the decision and the information? When would additional insight still change the choice?

Leadership stays in charge

Your team owns its decisions and achievements. I contribute scrutiny, synthesis, and follow-through within the agreed mandate. The executive review should make the team's progress clear and leave responsibility accurately recorded.

Put your next consequential decision on the agenda

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BASIS & EDITION NOTES

A clear scope supports a credible promise.

Public executive guide, edition 1.0. Prepared 19 October 2026. This guide expands the facets presented on RowanPrime.com.

What this document does

It describes the purpose and proposed boundaries of ten related workstreams. Named deliverables and acceptance criteria provide a starting point for a written engagement. They do not confirm booking availability, implement a system, or create a contract by themselves.

What supports the descriptions

The advisory sections draw on The Missing Seat Publication Master, publication candidate 1.0, including the independent-advice model, decision work, resilience, executive advisory board, and first-90-days approach. EDGE draws on the EDGE Behavior Based Success Launch Pack. Portfolio names and concise descriptions follow the current ROWAN Prime website. The expanded scope designs in this guide specify proposed work rather than reporting validated product capability.

Keep the evidence labels intact

Every use case in this guide serves as an illustration. None reports a client engagement, a testimonial, an established board-service record, an achieved financial return, or a measured reduction in incidents. Suggested measures evaluate future work under stated conditions. New software, integrations, scans, automated outreach, and production controls need separate authorization, design, and verification.

Preserve the distinctions

CACHELINE organizes usable context; RECALL preserves decision and event history. SHADOW HUNTER discovers and routes unmanaged AI use; DARAM evaluates a defined use case; DREADNOUGHT governance addresses authority and ongoing control. Outcome Inference Engineering examines whether work advanced an objective; EDGE rehearses and observes team behavior. Census Intelligence handles an agreed workforce dataset; Client Intelligence supports a proposed commercial prospecting workflow.

Revision and inquiry

Later editions can expand technical implementation, evidence from approved pilots, and Larry's own explanatory language. Confirm the current scope, readiness, timing, and terms directly with Larry Harmon before relying on an offer for an operational commitment.

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