THE OPERATING LAYER AFTER FUNCTION OR FUTURE

Turn the transformation roadmap into the way work actually runs.

OPERATE installs a live AI-human operating system around one real outcome—without building a reporting factory or delegating judgement to a model.

The gap is not strategy. It is the operating week.

Plans become decks. Teams rebuild status by hand. Confidence travels faster than evidence. Decisions arrive late. OPERATE turns that gap into a controlled loop.

START WITH AN AGREED CHANGE

FUTURE
Validated proposition or journey

FUNCTION
Charter, roadmap and first OKRs

TMO
Portfolio reality and decisions

OPERATE — **Outcome → OKRs → evidence → AI delegation → control → learning**

4 × 4h	1	7–30	3
working sessions	live operating loop	day evidence window	scores kept separate

WITHOUT OPERATE

A roadmap plus meetings.
Admin reconstructs reality.
Human bias hides inside narrative.
AI produces confident answers without a governed evidence boundary.

WITH OPERATE

One outcome loop.
AI prepares the status, evidence and challenge.
Exceptions surface before the meeting.
Humans decide priorities, trade-offs, risk and what happens next.

WHAT CHANGES BY THE END

The team is running one transformation outcome through a governed Cockpit—with source truth, decision rights, AI-juror challenge, stop/rollback and a measured evidence trace.

ADVANCED PLUS builds what is missing. · EMBED installs the human habits. · OPERATE makes the work run as a system.

MINDSET + METHOD

Four sessions install the mechanism—not another plan.

A closed operating loop. Never a closed decision system.

1 **OUTCOME** Value + OKR
2 **TRUTH** Sources + gaps
3 **DELEGATION** Roles + access
4 **CONTROL** Rights + gates
5 **LEARNING** Trace + change

WHAT HAPPENS

01 FRAME — Choose one outcome; set lifecycle stage, constraint, baseline, OKR and evidence gate.

02 DESIGN — Wire sources, AI/human roles, decision rights, autonomy envelope, Cockpit and rollback.

03 RUN + CHALLENGE — Execute real work. AI prepares the trace; a sealed juror challenges it; material claims are verified.

04 PROVE + LEARN — Read the evidence window. Humans decide continue, change, escalate or stop.

AI CARRIES

Source reconciliation · status and evidence packs · exceptions · challenge · action tracking

HUMANS RETAIN

Priorities · commitments · trade-offs · risk acceptance · professional judgement · final release

VALIDATE + VERIFY

Operator proposes → sealed juror challenges → source check verifies → accountable human decides.

MINDSET Challenge confidence, preserve ambiguity and keep consequential judgement human. METHOD Use source truth, access-based roles, pre-registered gates and real traces.

WHAT GETS INSTALLED

Operating Loop Charter + OKR
Outcome, owner, baseline, evidence gate and expiry.

Source + Truth Map
Authority, freshness, gaps, access and contradictions.

Autonomy + Decision Contract
Rights, tiers, escalation, stop conditions and rollback.

Cockpit + Decision Ledger
Signals, juror findings, decisions, learning and next proof.

Evidence Pack + Juror Trace
What was claimed, challenged, verified and withheld.

30-Day Improvement Backlog
Only changes supported by live trace evidence.

Measure three things separately: design quality · live effectiveness · business results

REAL OUTPUT · FUTURE → OPERATE

A live control surface—not a prettier status pack.

Building Trust used the method to run a new proposition through evidence, decisions and learning.

£40
live / test MRR

£2k
qualified pipeline MRR

£1m
serviceable segment MRR

Commercial opportunity is not counted as outcome. The Cockpit keeps tests, pipeline and recognised revenue separate.

Building Trust — Agentic Operating System | Live Demonstration

An evidence-bound operating graph: customer behaviour → governed decision → product proof → forecast → stakeholder truth.

As of	27 Jul 2026 · 10:40 BST	Operating status	LIVE — INTERNAL	External claims	DRAFT + APPROVAL	Founder model	45% customers / 45% build / 10% admin

LIVE CONTROL SNAPSHOT

BT recognised MRR	£0	Known alpha/test value	£140	SEIS gap	£175,000	Founding estates	3 / 6
Latest active	2	Latest conversations	4	Usage depth	100%	Transcript coverage	100%
Forecast status	DATA REQUIRED	Open evidence controls	4	Founder judgments	2 customer + 1 product	Agent eval state	14 pass / 10 not run

DATA REQUIRED is an active control: missing evidence blocks forecast, product or investor claims instead of being replaced with a confident assumption.

OPEN THE LIVE CONTROL SURFACES

1 · Daily Founder Brief	2 · Customer Intelligence	3 · Commercial Engine	4 · Build & Prove
5 · LEASE-iQ Usage	6 · Leadership decisions	7 · P&L & Cash	8 · Stakeholder Update
9 · Operating Graph — entities, events, edges and telemetry contract			

LIVE WALKTHROUGH — ANONYMISED CLIENT: ONE EVENT, SIX DOWNSTREAM UPDATES

Step	Evidence node	Agent action	Evidence gate	Human judgment	Downstream update	Live source
1	4 conversations · 2 active officers · 4 properties · all observed sessions beyond summary	Usage agent imports the weekly behaviour evidence.	Outcome and time saved are not inferred from activity.	None	Usage signal	Usage rows
2	Depth holds; breadth fell sharply from the prior week.	CCO and Product compare what customers said, did and assumed.	lassify as Iterate, not traction or ilure.	None	Customer insight	CI-002
3	Three officers are quiet and the conversion window is closing.	Create a reactivation and outcome-capture experiment.	No price, start date or contract evidence; forecast remains unchanged.	Accountable leader decides whether and how to intervene.	ommercial next tion	Client evidence
4	Organic consent-letter drafting is a stronger behaviour signal than generic feature requests.	Product specifies outcome capture and a guarded letter workflow.	Party, date and source grounding must pass acceptance.	Technical owner: evidence integrity and architecture gate.	ild and ceptance	Build & Prove
5	The same evidence is challenged against unsupported-product and overclaim risk.	Validation route and regression tests check the decision and proposed claim.	No shipped BLOCK-iQ or complete-proof claim without acceptance evidence.	None	verified with limit	Agent Evals
6	Deep use among active officers; adoption breadth weakened.	Chief of Staff drafts the factual monthly storyline.	Source coverage, revenue separation and learning discipline must pass.	Accountable leader approves external release.	vestor / board date	Stakeholder draft

Real Building Trust operating output · 27 July 2026 · client and person identifiers anonymised

WHAT THE SCREEN PROVES

TRUTH Every claim carries an evidence boundary.
CONTROL Exceptions and human decisions surface before the meeting.
LEARNING One event updates customer, commercial, product and stakeholder work.

THE OPERATING MINDSET

Opportunity ≠ outcome.

The system can be optimistic about the proposition while remaining brutally honest about what is recognised, verified and safe to claim.

The same pattern transfers: FUNCTION roadmap → live OKRs and evidence · TMO portfolio → exception and decision cadence