Board Transformation Checklist

One page for the next board meeting

Assembled from Dynamic Corporate Transformation and the DCT Helix white paper. Tick an item only when the evidence is on the table.

1 Before approving

- [ ] The state is declared: every reading has an owner, a source and an error band.
  DCT Map: Enterprise state
- [ ] The commitments are consistent: no cash, capacity or capital is promised twice.
  DCT Map: Certificates, audits, and readiness gates · Lab I.13, figure 2: The same cash is promised twice: 325 of claims on 270
- [ ] The feedback core is stable: a shock in one area damps rather than returns amplified.
  DCT Map: Architectural Jacobian
- [ ] The destination is viable, not merely feasible today.
  DCT Map: Viability kernel
- [ ] The plan is approved as a range, with a floor the board agrees in advance.
  Basis: DCT Helix white paper (October 2026), page 1
- [ ] The sensitivity statement names the estimates the decision rests on.
  DCT Map: Certified decisions and case studies

2 At each gate

The seven DCT Helix gates, each with what it certifies.

- [ ] **G1 · Baseline certified.** The state is declared, owned and measured; maturity is assessed; the transformation inventory is complete.
  DCT Helix™, Represent move
- [ ] **G2 · Diagnosis certified.** A causal account of value, tested against evidence and stakeholder feedback, with scenarios declared and couplings mapped.
  DCT Helix™, Analyze move
- [ ] **G3 · Step certified.** Value at stake (P10, P50, P90), risk appetite, readiness and first-tranche funding signed off by the board.
  DCT Helix™, Certify move
- [ ] **G4 · Design certified.** The portfolio fits budget and change capacity, dependencies are scheduled, and every initiative has an owner, a benefit case and a KPI.
  DCT Helix™, Optimize move
- [ ] **G5 · Benefits banked.** Value that shows in the income statement, balance sheet or cash flow, not in plans; each wave closed with its interfaces intact.
  DCT Helix™, Execute move
- [ ] **G6 · New equilibrium certified.** The step holds under measurement and the new KPIs run in business as usual.
  DCT Helix™, Monitor move
- [ ] **G7 · Renewal decision.** Hold, extend or start the next turn of the loop, decided before a crisis decides it.
  DCT Helix™, Adapt move

3 While executing

- [ ] Benefits are banked gate by gate, and counted only when they show in the accounts.
  Basis: DCT Helix white paper (October 2026), page 1
- [ ] Change load is paced against what the people at the center can absorb this quarter.
  Basis: DCT Helix white paper (October 2026), page 10
- [ ] Shared platforms are sequenced to the processes and data they must serve.
  Basis: DCT Helix white paper (October 2026), page 10
- [ ] Readiness is capped by the weakest critical capability, not averaged.
  Basis: DCT Helix white paper (October 2026), page 1
- [ ] The board watches the conditions that would void the plan: distance to the floor, stability of the feedback core, value gap and model drift.
  DCT Map: F · Digital twin and autonomy

4 When to re-plan

- [ ] Triggers are declared before approval, each with a threshold and an owner.
  DCT Map: Roadmaps and policy design
- [ ] When a trigger fires, the plan is re-solved with fresh certificates, not patched.
  Lab II.16, figure 3: A margin buys a region; a trigger beats both timings
- [ ] The next step is decided before a crisis decides it.
  Basis: DCT Helix, gate G7

Sources: *Dynamic Corporate Transformation*, Vols. I–II (Springer Nature · Management for Professionals · Forthcoming 2027); DCT Helix™ white paper (October 2026).
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