LEADERSHIP TOOLKIT

North Star canvas

Where this domain should be in 3–5 years, and how you'll know you got there. Fill it in before anyone draws a roadmap.

Domain _____

Owner _____

Date / version _____

1 Vision

One sentence: what this domain will do for its customers and the business in 3–5 years, in words a non-technical colleague would repeat.

In 3–5 years, this domain will…

2 Business drivers

Why change at all? Growth, cost, risk, regulation, customer expectations. If you can't name it, it isn't driving anything.

1.
2.
3.

3 Architecture principles

A short set of rules that shape every design decision. Each one has a statement, a rationale and implications. First row is a worked example.

Statement	Rationale	Implications
Event-driven by default.	*New services react to what happens without changing the systems that produce it. Faster to extend, less coupled.*	*Event ownership and versioning. Shared naming and schema standards. Where a direct call is simpler, the exception is written down and agreed.*

4 Outcome measures

How you'll know you've arrived, written before any design starts. Every measure traces to a driver and has an owner. Mix leading signals with lagging outcomes.

Measure	Driver	Owner	Baseline	Interim 1	Interim 2	Target
Time to market	*Growth*	*Business owner*	*Today's value*	*-20%*	*-40%*	*-60%*

5 Scope across domains

For each domain, describe where you are today and where you need to be. The gap tells you what to build, change, retire and keep.

Business
Capabilities, processes, people

Baseline

Target

Data
Information, ownership, flows

Baseline

Target

Application
Applications and how they interact

Baseline

Target

Technology
Platforms, infrastructure, hosting

Baseline

Target

6 Key risks and assumptions

What could stop us, and what are we assuming is true? Give each one an owner.

Risks

Assumptions

7 Governance check

Does this change move us toward the target?

Ask it of every project, requirement and design decision. A person decides, not a process.

- ☐ **Yes.** It moves a measure toward its interim target. Go ahead.
- ☐ **Not quite.** It breaks a principle for a good reason. Write the exception down and agree it.
- ☐ **No.** Change the design, or don't do it.
- ☐ **The business has changed.** Revisit the target and its measures, openly.

Change _____

Decision _____

Decided by _____

The North Star sets the direction, the target architecture shows the shape, and the measures prove the outcome.