

REQUIREMENTS IN SCOPE

10

12 on the list · 2 explicitly out

MUST-HAVE EFFORT SHARE

61.8%

68.0 of 110.0 committed · ceiling 60%

EFFORT COMMITTED

110.0 of 100.0

10.0 over capacity — something has to give

WON'T HAVE THIS TIME

2

45.0 effort taken off the table

BEST VALUE NOT STARTED

Export to the accounting

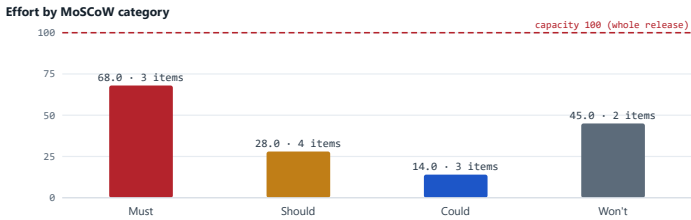
value 4 ÷ 4.0 = 1.00 per unit

DEFERRED

2

moved to a later release

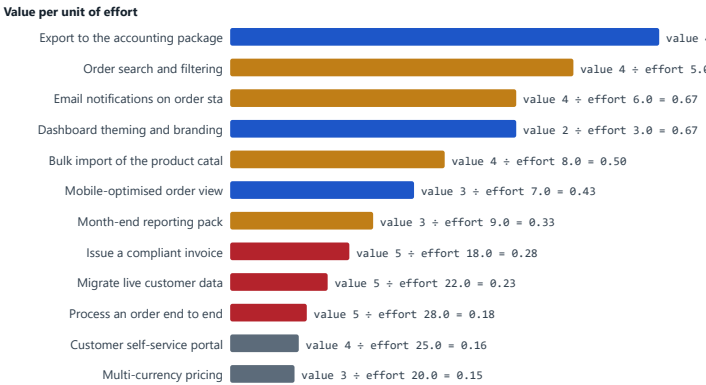
12 of 12 record(s) included. All records. Amounts in USD.



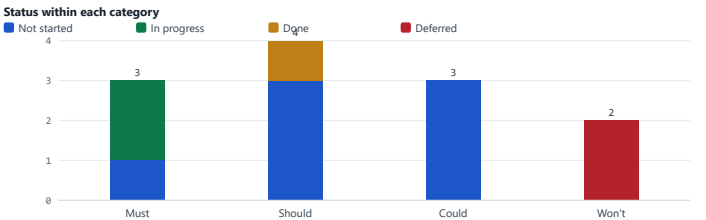
The dashed line is the whole capacity for the release. If the Must bar alone approaches it, there is no room left to flex when an estimate proves optimistic. The Won't bar is work you have decided not to do — it is shown so the size of that decision is visible. The dashed line is the whole capacity for the release. If the Must bar alone approaches it, there is no room left to flex when an estimate proves optimistic. The Won't bar is work you have decided not to do — it is shown so the size of that decision is visible.



The centre is the total effort considered. The Won't slice is the part you have already decided against — the bigger it is, the more deliberate the plan. The centre is the total effort considered. The Won't slice is the part you have already decided against — the bigger it is, the more deliberate the plan.



The cheap-win finder. Use it to order work inside a category, never to promote something across the Must boundary — a Could with a wonderful ratio is still a Could. The cheap-win finder. Use it to order work inside a category, never to promote something across the Must boundary — a Could with a wonderful ratio is still a Could.



Work finished in Could while Musts sit untouched is the classic pattern of a team doing the easy things first. This chart is where it shows. Work finished in Could while Musts sit untouched is the classic pattern of a team doing the easy things first. This chart is where it shows.

The prioritised list

Requirement	Category	Value	Effort	Value ÷ Effort	Depends on	Owner	Status	Target
Must have — no delivery without it — 3 items, 68.0 effort								
Issue a compliant invoice	Must	5	18.0	0.28	Order processing complete	Finance systems analyst	Not started	2026-09-20
Migrate live customer data	Must	5	22.0	0.23	Field mapping signed off	Data lead	In progress	2026-09-06
Process an order end to end	Must	5	28.0	0.18	Stock master loaded	Delivery lead	In progress	2026-09-13
Should have — painful to omit, workaround exists — 4 items, 28.0 effort								
Order search and filtering	Should	4	5.0	0.80	—	Delivery lead	Done	2026-08-02
Email notifications on order status	Should	4	6.0	0.67	Order processing complete	Delivery lead	Not started	2026-10-04
Bulk import of the product catalogue	Should	4	8.0	0.50	—	Delivery lead	Not started	2026-09-27
Month-end reporting pack	Should	3	9.0	0.33	—	Finance systems analyst	Not started	2026-10-11
Could have — desirable, drop under pressure — 3 items, 14.0 effort								
Export to the accounting package	Could	4	4.0	1.00	Compliant invoice complete	Finance systems analyst	Not started	2026-11-01
Dashboard theming and branding	Could	2	3.0	0.67	—	Delivery lead	Not started	2026-10-18
Mobile-optimised order view	Could	3	7.0	0.43	Order processing complete	Delivery lead	Not started	2026-10-25
Won't have this time — explicitly out — 2 items, 45.0 effort								
Customer self-service portal	Won't	4	25.0	0.16	Order processing stable	unassigned	Deferred	—
Multi-currency pricing	Won't	3	20.0	0.15	—	unassigned	Deferred	—

Scope health

Category	Items	Effort	Share of committed	Share of capacity	Verdict
Must have	3	68.0	61.8%	68.0%	Over the ceiling — 61.8% against 60%. Challenge the weakest Must, or accept there is nothing left to flex.
Should have	4	28.0	25.5%	28.0%	The flexible middle — real value, but the release still lands without it.
Could have	3	14.0	12.7%	14.0%	The pressure valve — the first thing to drop, and it should cost you nothing to drop it.
Won't have this time	2	45.0	—	45.0%	The decisions you have already made — 45.0 effort not being spent this time.
Committed (Must + Should + Could)	10	110.0	100.0%	110.0%	Over capacity by 10.0 — decide now what comes out, not later under pressure.

Requirement register

Release	Requirement	Category	Effort	Value	Requested by	Owner	Depends on	Status	Target	Value ÷ Effort	Must?
Release 1 — go live	Migrate live customer data	Must	22.0	5	Operations director	Data lead	Field mapping signed off	In progress	2026-09-06	0.23	MUST
Release 1 — go live	Process an order end to end	Must	28.0	5	Operations director	Delivery lead	Stock master loaded	In progress	2026-09-13	0.18	MUST
Release 1 — go live	Issue a compliant invoice	Must	18.0	5	Finance manager	Finance systems analyst	Order processing complete	Not started	2026-09-20	0.28	MUST
Release 1 — go live	Bulk import of the product catalogue	Should	8.0	4	Category manager	Delivery lead	—	Not started	2026-09-27	0.50	—
Release 1 — go live	Email notifications on order status	Should	6.0	4	Customer service manager	Delivery lead	Order processing complete	Not started	2026-10-04	0.67	—
Release 1 — go live	Month-end reporting pack	Should	9.0	3	Finance manager	Finance systems analyst	—	Not started	2026-10-11	0.33	—

RELEASE	REQUIREMENT	CATEGORY	EFFORT	VALUE	REQUESTED BY	OWNER	DEPENDS ON	STATUS	TARGET	VALUE ÷ EFFORT	MUST?
Release 1 — go live	Order search and filtering	Should	5.0	4	Customer service manager	Delivery lead	—	Done	2026-08-02	0.80	—
Release 1 — go live	Dashboard theming and branding	Could	3.0	2	Marketing manager	Delivery lead	—	Not started	2026-10-18	0.67	—
Release 1 — go live	Mobile-optimised order view	Could	7.0	3	Field sales lead	Delivery lead	Order processing complete	Not started	2026-10-25	0.43	—
Release 1 — go live	Export to the accounting package	Could	4.0	4	Finance manager	Finance systems analyst	Compliant invoice complete	Not started	2026-11-01	1.00	—
Release 1 — go live	Multi-currency pricing	Won't	20.0	3	Export manager	—	—	Deferred	—	0.15	—
Release 1 — go live	Customer self-service portal	Won't	25.0	4	Sales director	—	Order processing stable	Deferred	—	0.16	—

Notes

Sample release — replace every requirement, effort estimate and category with your own before relying on it or circulating it. The categories shown are the ones a team agreed in a workshop, not a recommendation.

This tool records the priorities people agreed and does the arithmetic on them. It cannot tell you whether a “Must have” is genuinely a Must — that is a judgement about your contract, your regulator, your customers and your definition of delivery, and no calculation can make it for you. Effort figures are estimates, and a plan built on optimistic estimates fails whatever colour the tiles are. The Must-have ceiling is a widely used rule of thumb, not a standard, a law or a guarantee.