

Projects With Judgment

Lead AI-Enhanced Work from Idea to Measured Outcome

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Discover Before You Generate

In plain terms

AI can synthesize evidence but cannot substitute for contact with users, constraints, and operations. In a project moving from discovery to accountable delivery, the practical question is **What problem exists outside the project documents?** For project, program, product, and operations leaders integrating AI into delivery work, the answer counts only when **Gather observations, interviews, incident records, and baseline measures before generating solutions** produces reviewable evidence for **problem evidence collected** without normalizing **using generated personas instead of real discovery**.

Chapter contract

DECIDE

What problem exists outside the project documents?

BUILD

Gather observations, interviews, incident records, and baseline measures before generating solutions.

MEASURE

problem evidence collected

STOP OR REDESIGN WHEN

using generated personas instead of real discovery

The decision at stake

For **Discover Before You Generate**, the project owner and named decision body must decide **what problem exists outside the project documents?** before the project activity crosses from discussion into consequence for sponsors, delivery teams, operators, and affected users. The minimum decision record is the artifact **Gather observations, interviews, incident records, and baseline measures before generating solutions**, the observable **problem evidence collected**, and the explicit hold condition **using generated personas instead of real discovery**. If any Chapter 1 field is missing, the safe default is to hold the change, protect the baseline, and use the agreed rollback route.

The bounded **Discover Before You Generate** decision advances the book's promise to use AI to widen analysis and accelerate production while

preserving decision quality, evidence, stakeholder ownership, and benefits realization. It does not endorse a product or predetermine the Chapter 1 answer; it creates a record that another person can challenge at each decision gate, change review, and benefit checkpoint.

Working model

Read the **Discover Before You Generate** model as four linked fields. **Outcome:** AI can synthesize evidence but cannot substitute for contact with users, constraints, and operations. **Boundary:** the design must make **using generated personas instead of real discovery** visible rather than convenient. **Evidence:** interpret **problem evidence collected** together with review effort and excluded cases. **Authority:** the project owner and named decision body may continue, narrow, escalate, or stop the project activity. For **Discover Before You Generate**, Reference [3] from National Institute of Standards and Technology, *Artificial Intelligence Risk Management Framework: Generative Artificial Intelligence Profile*, informs a Chapter 1 boundary; it is not evidence that the local method or illustrative target will work.

See the chapter in practice

The **discover before you generate in practice** maps *Projects With Judgment* Chapter 1 into a field scene before its abstract models begin. In one frame, it holds the question **What problem exists outside the project documents?**, the artifact **Gather observations, interviews, incident records, and baseline measures before generating solutions.**, the proof signal **problem evidence collected**, and the warning **using generated personas instead of real discovery**.

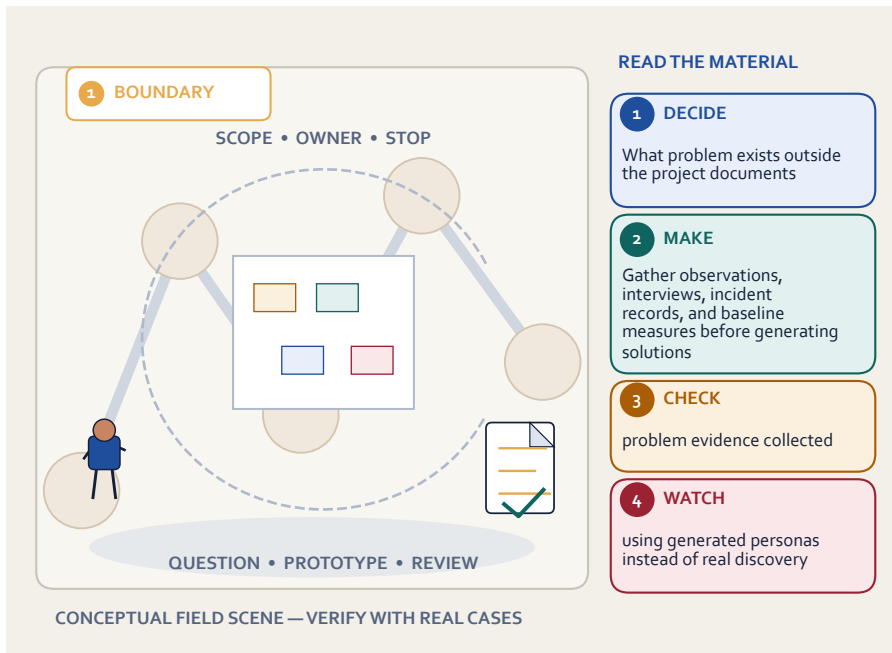


Figure 1.1: Chapter 1 field scene for Discover Before You Generate: a boundary view in the book’s project setting.

Read the scene: For Projects With Judgment, Chapter 1, begin with the central project scene and scan DECIDE, MAKE, CHECK, and WATCH. Treat the Discover Before You Generate scene as conceptual, then use its cases and evidence records to test whether problem evidence collected actually improves. For **Discover Before You Generate**, this explanatory plate is a reasoning prompt—not observed evidence or a universal operating prescription.

Visual field note — Discover Before You Generate:

- 1. Locate the tension.** In this composite situation, A service redesign abandons a chatbot idea after observing that identity verification causes the delay.
- 2. Name the choice.** Answer the chapter question: **What problem exists outside the project documents?**
- 3. Produce the record.** Use **Gather observations, interviews, incident records, and baseline measures before generating solutions.**, then retain the project owner, assumptions, and case evidence needed to review it.
- 4. Test and return.** Track **problem evidence collected**. If **using generated personas instead of real discovery**, return to DECIDE and revise the delivery boundary instead of explaining the warning away.

Chapter-specific operating protocol

Phase	Reader action	Evidence retained	Hold condition
1. Define	Write the exact decision behind What problem exists outside the project documents?	Chapter 1 owner, input, output, exception, and timestamp.	Hold Discover Before You Generate if its record cannot be reconstructed.
2. Contrast	Apply Gather observations, interviews, incident records, and baseline measures before generating solutions to one ordinary case.	Chapter 1 owner, input, output, exception, and timestamp.	Hold Discover Before You Generate if its record cannot be reconstructed.
3. Exclude	Run the same artifact against a counter case shaped by using generated personas instead of real discovery.	Chapter 1 owner, input, output, exception, and timestamp.	Hold Discover Before You Generate if its record cannot be reconstructed.
4. Assign	Name the project owner and named decision body as the person who may continue, narrow, or stop.	Chapter 1 owner, input, output, exception, and timestamp.	Hold Discover Before You Generate if its record cannot be reconstructed.

Phase	Reader action	Evidence retained	Hold condition
5. Challenge	Record problem evidence collected and the review effort for the same case.	Chapter 1 owner, input, output, exception, and timestamp.	Hold Discover Before You Generate if its record cannot be reconstructed.
6. Publish	Release the Discover Before You Generate artifact only when its evidence answers this chapter's question.	Chapter 1 owner, input, output, exception, and timestamp.	Hold Discover Before You Generate if its record cannot be reconstructed.

This sequence is specific to **Discover Before You Generate**. For that Chapter 1 decision, it is not permission to automate; it is a way for project, program, product, and operations leaders integrating AI into delivery work to make the reasoning inspectable at each decision gate, change review, and benefit checkpoint.

Gather observations, interviews, incident records, and baseline measures before generating solutions. This is the chapter's core production artifact. The **Discover Before You Generate** artifact should fit on one page, use ordinary language, and be reviewed by someone who did not design it. A compact artifact exposes disagreements that a long narrative can conceal.

The chapter's visual tool is the **chapter contract**. For **Discover Before You Generate**, it translates explanation into an inspectable decision aid: the reader can see the decision, artifact, evidence, and exact condition that pauses the project activity.

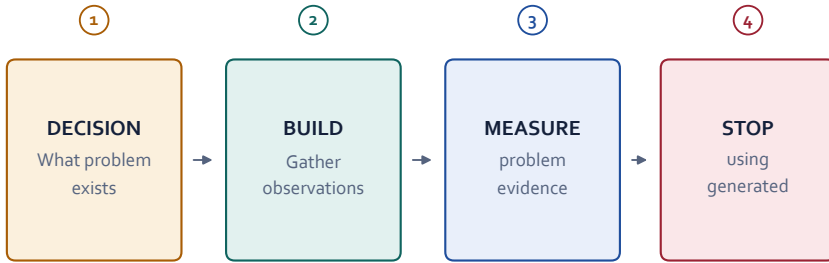


Figure 1.2: Chapter contract connecting the decision, artifact, measure, and stop condition for Discover Before You Generate.

How to use this page: Move across the four Discover Before You Generate cards; compare the decision with problem evidence collected and stop before using generated personas instead of real discovery. The chapter-specific measure is **problem evidence collected**; the principal warning is **using generated personas instead of real discovery**.

Operating workflow

The **discover before you generate workflow** makes the chapter executable. For **Discover Before You Generate**, the five stages carry **Gather observations, interviews, incident records, and baseline measures before generating solutions.** from the question **What problem exists outside the project documents?** to a test against **problem evidence collected**, with **using generated personas instead of real discovery** as an explicit return or stop signal.

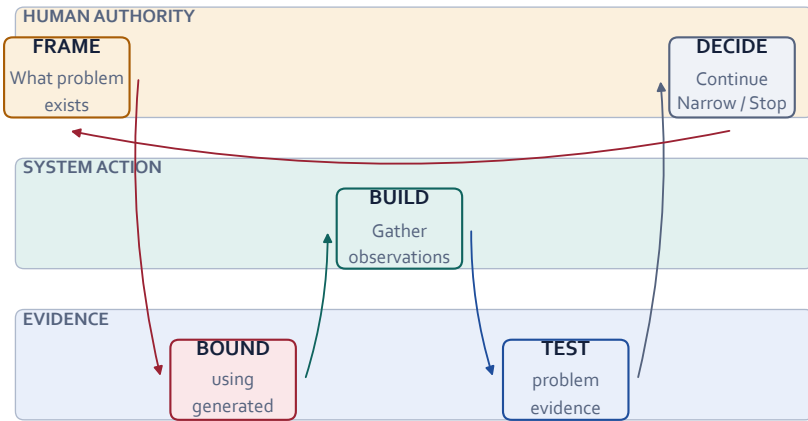


Figure 1.3: Five-stage workflow for chapter 1, Discover Before You Generate: frame the decision, set the delivery boundary, build Gather observations, interviews, incident records, and baseline measures before generating solutions., test against problem evidence collected, then continue, narrow, or stop before using generated personas instead of real discovery.

Read the workflow: Move from FRAME to DECIDE for Discover Before You Generate. The lower return path is mandatory when evidence is missing or the stop signal—using generated personas instead of real discovery—appears. For **Discover Before You Generate**, record the project owner and evidence at every handoff; an arrow is not evidence that the preceding stage passed.

Evidence and control graph

The **discover before you generate — evidence network** shows the relationships that must remain inspectable when the workflow runs. In *Projects With Judgment*, this qualitative graph asks the reader to record observed evidence for **problem evidence collected** and route **using generated personas instead of real discovery** to recovery instead of treating sample numbers as facts.

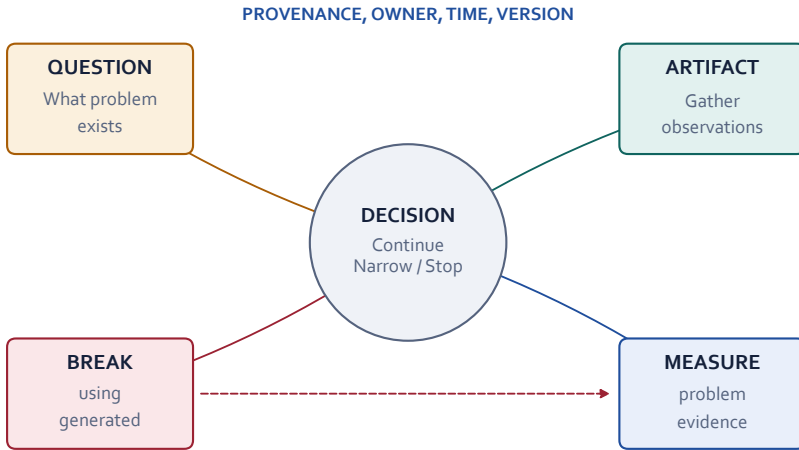


Figure 1.4: Qualitative evidence network for chapter 1, Discover Before You Generate, linking the question to Gather observations, interviews, incident records, and baseline measures before generating solutions., the measure problem evidence collected, and the recovery condition using generated personas instead of real discovery without invented empirical values.

Read the graph: Trace the evidence for Discover Before You Generate toward the decision. For Discover Before You Generate, empty or weak evidence does not count as zero risk; it routes the project activity to verification, escalation, or stop. Use this **Discover Before You Generate** graph beside **Gather observations, interviews, incident records, and baseline measures before generating solutions**, not as a substitute for recorded cases.

Worked composite case file — illustrative, not empirical evidence

This **Discover Before You Generate** record turns the scenario into an inspectable rehearsal in a project moving from discovery to accountable delivery. Its numbers are worksheet examples for Chapter 1, not observed results or a prediction of benefit.

Record field	Filled illustrative entry
Situation	A service redesign abandons a chatbot idea after observing that identity verification causes the delay.
People affected	sponsors, delivery teams, operators, and affected users
Decision	What problem exists outside the project documents?
Artifact excerpt	Gather observations, interviews, incident records, and baseline measures before generating solutions.
Accountable authority	The project owner and named decision body.
Measure and unit	problem evidence collected — one dated observation for each eligible case.
Example baseline	7 observations in the baseline window.
Example target / decision rule	a documented improvement plus no severe unresolved exception; move only contextual; the project owner must define better before collection.
Named exception	using generated personas instead of real discovery.
Safe default	Hold the change, protect the baseline, and use the agreed rollback route.

Scenario trace

1. **Preserve the starting state.** For **Discover Before You Generate**, record the original request, governing rule, available evidence, and the last safe result before changing anything.
2. **Make the chapter decision.** Answer **What problem exists outside the project documents?** and record the Chapter 1 assumption that carries the most consequence for sponsors, delivery teams, operators, and affected users.
3. **Use the artifact.** Complete **Gather observations, interviews, incident records, and baseline measures before generating solutions** with a normal case and a counter case; in this chapter, do not infer missing facts merely to finish the form.

4. **Observe the decision rule.** Review **problem evidence collected** at each decision gate, change review, and benefit checkpoint; the **Discover Before You Generate** record reports exclusions and review effort beside the headline value.
5. **Contain and recover.** If **using generated personas instead of real discovery**, hold the change, protect the baseline, and use the agreed rollback route. Preserve the Chapter 1 failed case, assign a deadline, and require the project owner and named decision body to authorize any restart.

Artifact handoff

Start **Discover Before You Generate** from the book-level thesis and boundary. Within *Projects With Judgment*, attach the current artifact and exception record, then hand both to Chapter 2, **Frame the Decision**, which asks: Which choice must the project enable and who owns it?. That recipient may revise the **Discover Before You Generate** assumption, but must preserve the evidence that made this book's earlier decision reasonable.

Evidence application

Reference [3], National Institute of Standards and Technology, *Artificial Intelligence Risk Management Framework: Generative Artificial Intelligence Profile*, provides a relevant boundary or design input for **Discover Before You Generate**. It does **not** prove that the Chapter 1 worked values, local method, or target will succeed. The **Discover Before You Generate** reviewer must link this book's exact claim to the exact source passage and leave unsupported synthesis marked UNVERIFIED.

Transfer test

- Re-run **Gather observations, interviews, incident records, and baseline measures before generating solutions** with one routine Chapter 1 case that should pass.
- Re-run the **Discover Before You Generate** artifact with missing evidence and keep the safe default active.
- Re-run it where **using generated personas instead of real discovery** appears plausible but not certain.
- Ask a reviewer who did not design this chapter's method to decide whether the retained record supports continuing, narrowing, escalating, or stopping.

Measurement and recovery decision

For **Discover Before You Generate**, define **problem evidence collected** as one dated observation for each eligible case. In this **Discover Before You Generate** worksheet, the Chapter 1 worked baseline is 7 observations in the baseline window and the illustrative target is a documented improvement plus no severe unresolved exception; both must be replaced with evidence from a project moving from discovery to accountable delivery. Review the Chapter 1 result at each decision gate, change review, and benefit checkpoint, preserve excluded and high-consequence cases, and interpret movement as better only when it is contextual; the project owner must define better before collection.

The named failure is **using generated personas instead of real discovery**. Containment means: hold the change, protect the baseline, and use the agreed rollback route. Recovery is complete only after the project owner and named decision body can reconstruct the failed case, explain which assumption changed, and authorize a new test against **problem evidence collected**.

Practice lab

Choose one live but reversible **Discover Before You Generate** example from a project moving from discovery to accountable delivery. Create the following:

- a one-sentence answer to **What problem exists outside the project documents?**;
- a completed first draft of **Gather observations, interviews, incident records, and baseline measures before generating solutions**;
- one routine case, one missing-evidence case, and one case shaped by **using generated personas instead of real discovery**;
- a locally measured baseline for **problem evidence collected** using the unit one dated observation for each eligible case;
- a stop threshold, the project owner and named decision body as owner, and the safe default hold the change, protect the baseline, and use the agreed rollback route;
- project evidence packet that will be handed to the next chapter.

Ask a colleague to challenge **Gather observations, interviews, incident records, and baseline measures before generating solutions**. They should identify one ambiguous field, one person among sponsors, delivery teams, operators, and affected users whose interests are missing, and one reason **problem evidence collected** could reward the wrong behavior. Preserve that challenge in the chapter handoff before revising.

Limits and judgment

Discover Before You Generate supplies a locally testable method, not proof of causal effectiveness or a universal rule. This Chapter 1 method remains inside the book boundary: This book does not replace professional project standards, sector regulation, engineering judgment, or organization-specific governance. Readers applying **Discover Before You Generate** for sponsors, delivery teams, operators, and affected users must verify current law, contract, policy, safeguarding, accessibility, security, and professional duties before consequential use. A negative **problem evidence collected** result may mean the question was framed badly, the review cost is too high, or hold the change, protect the baseline, and use the agreed rollback route is the responsible decision.

Takeaways

- AI can synthesize evidence but cannot substitute for contact with users, constraints, and operations.
- The chapter artifact is: gather observations, interviews, incident records, and baseline measures before generating solutions.
- The primary measure is **problem evidence collected**, paired with review cost and failure severity.
- Watch especially for **using generated personas instead of real discovery**.
- In a project moving from discovery to accountable delivery, expand scope only after the project owner and named decision body can show the evidence and exercise the recovery path.

Reflection

What evidence would let a skeptical reviewer answer **What problem exists outside the project documents?** differently from the project owner and named decision body? Which case involving sponsors, delivery teams, operators, and affected users would **problem evidence collected** miss, and would that omission require continuing, narrowing, escalating, or hold the change, protect the baseline, and use the agreed rollback route?