

One matrix. One decider. Twelve roles.

R Recommend · A Agree · P Perform · I Input · D Decide · — No role. RAI full voice · RAPI performs · RAID decides.

Item	Product VP	Product AVP	Product Leader	Product Manager	Product Designer	Content Designer	BI Lead	Tech Lead	Agile Coach	Research Lead	Legal	Compliance
1.1 WHO — WHAT — WHY	RAI	RAI	RAID	RAI	RAI	RAI	RAI	RAI	I	RAI	I	I
1.2 Product Vision	RAI	RAI	RAID	RAI	RAI	RAI	RAI	RAI	I	RAI	I	I
1.3 Business Case	RAI	RAI	RAID	RAI	RAI	RAI	RAIP	RAI	I	RAI	I	I
1.4 Measurement Plan	RAI	RAI	RAID	RAI	RAI	RAI	RAIP	RAI	I	RAI	I	I
1.5 Stakeholder Map (RAPID)	RAI	RAI	RAID	RAI	RAI	RAI	RAI	RAI	I	RAI	I	I
➤ G1 • Problem Approved	RAI	RAI	RAID	RAI	RAI	RAI	RAI	RAI	I	RAI	I	I
2.1 Press Release (PRFAQ)	RAI	RAI	RAID	RAPI	RAPI	RAPI	RAPI	RAI	RAI	RAPI	I	I
2.2 Customer Quote & Getting Started	RAI	RAI	RAID	RAPI	RAPI	RAPI	RAPI	RAI	RAI	RAPI	I	I
2.3 External FAQ	RAI	RAI	RAID	RAPI	RAPI	RAPI	RAPI	RAI	RAI	RAPI	I	I
2.4 Internal FAQ — Required Fields	RAI	RAI	RAID	RAPI	RAPI	RAPI	RAPI	RAI	RAI	RAPI	I	I
2.5 Persona	—	—	RAID	RAPI	RAPI	RAPI	RAPI	RAI	RAI	RAPI	I	I
2.6 Member Journey	—	—	RAID	RAPI	RAPI	RAPI	RAPI	RAI	RAI	RAPI	I	I
➤ G2 • PRFAQ Approved	RAI	RAI	RAID	RAPI	RAPI	RAPI	RAPI	RAI	RAI	RAPI	I	I
3.1 Insight Statements	—	—	RAID	RAPI	RAPI	RAPI	RAPI	RAI	RAI	RAPI	I	I
3.2 Solution Intent	—	—	RAID	RAPI	RAPI	RAPI	RAPI	RAI	RAI	RAPI	I	I
3.3 Capability Map	—	—	RAID	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	I	I
3.4 Boundaries & Constraints	—	—	RAID	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	I	I
3.5 AI Evaluation	—	—	RAID	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	I	I
➤ G3 • Build Ready	—	—	RAID	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	I	I
4.1 Roadmap Definitions	—	—	RAID	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	I	I
4.2 Roadmap Template	—	—	RAID	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	I	I
4.3 Backlog Hierarchy	—	—	RAID	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	I	I
4.4 Backlog Hygiene Standards	—	—	RAID	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	I	I
4.5 Handoff to Jira / ADO	—	—	RAID	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	I	I
➤ G4 • Product Approved	—	—	RAID	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	I	I
5.0 Legal & Compliance Review	—	—	RAID	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI
5.1 Agile Delivery (2-week sprints)	—	—	RAID	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	I	I
5.2 Test Plan + Accessibility	—	—	RAID	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	I	I
5.3 Go / No-Go Criteria	—	—	RAID	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	I	I
5.4 Deploy + Rollback	—	—	RAID	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	I	I
5.5 Day-1 Enablement	—	—	RAID	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	I	I
➤ G5 • Ship Ready	—	—	RAID	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	RAI	RAPI	RAPI
6.1 KPI Tracking — activate the measurement plan	RAI	RAI	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	—	—
6.2 Drift, Feedback Loop & Data Flywheel	RAI	RAI	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	—	—
6.3 Post-Launch Evaluation (90-Day)	RAI	RAI	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	—	—
6.4 Scale / Fix / Sunset	RAI	RAI	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	—	—
➤ U • Loop to FRAME	RAI	RAI	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	RAPI	—	—

Five letters, four codes, one decider

Each cell is a code made of the letters. RAI is a full voice; RAPI adds the hands-on work; RAID adds the decision.

R

Recommend Brings a point of view and proposes the direction. Every role with a voice on the item carries R.

A

Agree Must formally sign off. The gate block names which A-holders are the required approvers.

P

Perform Does the hands-on work: writes the copy, builds the dashboard, ships the code.

I

Input Consulted; heard and considered. Roles that are only I have no vote.

D

Decide Makes the final call. The Product Leader carries D on 1.1–5.5 and on gates G1–G5.

—

No role The role is not involved in this deliverable.

CODES

RAI Full voice, no hands-on work: recommends, agrees, gives input.

RAPI Full voice and performs the work.

RAID Full voice and the decision. Product Leader only.

I Consulted only.

RULES OF USE

- The Product Leader carries the D (RAID) on every deliverable from 1.1 to 5.5 and on gates G1–G5. The gate blocks name the Product Leader as owner of all six gates, including Loop to FRAME.
- Product VP and Product AVP are RAI on FRAME (1.1–1.5), on the PRFAQ set (2.1–2.4), on G1 and G2, and again on LEARN (6.1–6.4) and the Loop. They are not involved (—) from 2.5 through G5.
- The core team (Product Manager, Product Designer, Content Designer, BI Lead, Research Lead) is RAI on FRAME and RAPI from DISCOVER onward. BI Lead also performs the Business Case (1.3) and Measurement Plan (1.4).
- Tech Lead is RAI through 3.2 and RAPI from the Capability Map (3.3) onward. Agile Coach is I in FRAME, RAI in DISCOVER and RAPI from 3.3 onward.
- Legal and Compliance are I on every item except 5.0 Legal & Compliance Review and G5 Ship Ready, where they are RAPI. They have no role (—) in LEARN.
- A on a row means the role is part of the agreement; the APPROVERS (AGREE) line in each gate block names the signatures the gate cannot pass without.
- A change to any cell is a change to the master: update this file, the 37 RAPID tables in the Master Product Brief, the project files repository, the project wiki and the Brain in the same pass.

Six gates, one owner, named approvers

Owner, approvers, required inputs and decision types are reproduced from the gate blocks of the Master Product Brief. The A cells on the matrix gate rows match the approvers here.

Gate	Confirms	Owner (D)	Approvers (A)	Required inputs	Decision type
G1 • PROBLEM APPROVED	Confirms the problem is real, framed, sized — and worth solving.	Product Leader	Product VP + Product AVP	FRAME sections 1.1 – 1.5 complete · Measurement plan drafted	Advance to DISCOVER · Conditional · Hold / kill
G2 • PRFAQ APPROVED	Confirms research, persona, and launch story add up to a product worth designing.	Product Leader	Product Manager + Content Designer + Legal	DISCOVER sections 2.1 – 2.6 complete · 2 PRFAQ drafts reviewed · 3 personas built · Legal has reviewed external comms	Advance to DESIGN · Conditional · Hold / kill
G3 • BUILD READY	Confirms the solution is approved, scoped, and prioritized. Engineering can pick it up.	Product Leader	Product Manager + Product Designer + Tech Lead + Legal	DESIGN sections 3.1 – 3.5 complete · Prototype concept-tested · 4 solution parameters reviewed · Legal reviewed AI risk exposure (if applicable)	Advance to READY · Conditional · Hold / kill
G4 • PRODUCT APPROVED	Confirms the roadmap, sizing, and story breakdown are approved — architecture and design have signed off, and engineering can commit stories to a sprint.	Product Leader	Product Manager + Tech Lead	READY sections 4.1 – 4.5 complete · Stories sized and INVEST-checked · Architecture + design sign-off obtained	Advance to LAUNCH · Conditional advance (rework backlog) · Hold for resizing
G5 • SHIP READY	Confirms the product is built, tested, accessible, legally cleared, and meets acceptance criteria + Definition of Done — ready to ship to production.	Product Leader	Product Manager + Content Designer + Tech Lead + Legal + Compliance	LAUNCH sections 5.0 – 5.5 complete · all P0 bugs resolved · accessibility cleared · rollback rehearsed · \$5.0 Legal & Compliance packet filed	Ship · Conditional ship (limited release / canary) · Hold for fixes
↳ • LOOP TO FRAME	Closes the loop. Confirms the Scale / Fix / Sunset decision (6.4) is made and logged — and what feeds back into the next FRAME.	Product Leader	Product Manager	LEARN sections 6.1 – 6.4 complete · 90-day post-launch eval ran · Scale / Fix / Sunset decision logged · KPIs reported to sponsor	Scale (next PG / cohort) · Fix and re-measure · Sunset (graceful retire) · Hold

What each of the twelve roles carries

Counts across the 31 deliverables. Performs lists the items the role does hands-on; Gate approver lists the gates whose block names the role under APPROVERS (AGREE).

Role	R	A	P	I	D	—	Performs (P)	Gate approver	In one line
Product VP	13	13	0	13	0	18	—	G1	Sponsor. RAI on FRAME, the PRFAQ set (2.1–2.4), G1, G2, LEARN and the Loop; not involved from 2.5 through G5.
Product AVP	13	13	0	13	0	18	—	G1	Sponsor delegate. Same footprint as the Product VP: RAI on FRAME, 2.1–2.4, G1, G2, LEARN and the Loop.
Product Leader	31	31	4	31	27	0	6.1, 6.2, 6.3, 6.4	—	Decider. RAID on 1.1–5.5 and G1–G5; RAPI on LEARN and the Loop. Owner of every gate block.
Product Manager	31	31	26	31	0	0	2.1 → 6.4 (26 items, see Word edition)	G2, G3, G4, G5, Loop	Brief owner. RAI on FRAME, RAPI on everything from 2.1 onward. Named approver on G2, G3, G4, G5 and Loop.
Product Designer	31	31	26	31	0	0	2.1 → 6.4 (26 items, see Word edition)	G3	RAI on FRAME, RAPI from 2.1 onward. Named approver on G3.
Content Designer	31	31	26	31	0	0	2.1 → 6.4 (26 items, see Word edition)	G2, G5	RAI on FRAME, RAPI from 2.1 onward. Named approver on G2 and G5.
BI Lead	31	31	28	31	0	0	1.3 → 6.4 (28 items, see Word edition)	—	RAI on 1.1, 1.2, 1.5; RAPI on 1.3, 1.4 and everything from 2.1 onward. Owns the measurement thread.
Tech Lead	31	31	18	31	0	0	3.3, 3.4, 3.5, 4.1, 4.2, 4.3, 4.4, 4.5, 5.0, 5.1, 5.2, 5.3, 5.4, 5.5, 6.1, 6.2, 6.3, 6.4	G3, G4, G5	RAI through 3.2, RAPI from 3.3 onward. Named approver on G3, G4 and G5.
Agile Coach	26	26	18	31	0	0	3.3, 3.4, 3.5, 4.1, 4.2, 4.3, 4.4, 4.5, 5.0, 5.1, 5.2, 5.3, 5.4, 5.5, 6.1, 6.2, 6.3, 6.4	—	I on FRAME, RAI on DISCOVER, RAPI from 3.3 onward.
Research Lead	31	31	26	31	0	0	2.1 → 6.4 (26 items, see Word edition)	—	RAI on FRAME, RAPI from 2.1 onward; RAI at G5.
Legal	1	1	1	27	0	4	5.0	G2, G3, G5	I everywhere except 5.0 and G5 (RAPI). Named approver on G2, G3 and G5. No role in LEARN.
Compliance	1	1	1	27	0	4	5.0	G5	I everywhere except 5.0 and G5 (RAPI). Named approver on G5. No role in LEARN.

Who leads each sub-step

Roles that Perform (P) at least one deliverable in the sub-step, and the gate that closes it. Product Leader decides throughout.

DEFINE FRAME	DEFINE DISCOVER	CREATE DESIGN	CREATE READY	DELIVER LAUNCH	DELIVER LEARN
Deliverables 1.1 WHO — WHAT — WHY 1.2 Product Vision 1.3 Business Case 1.4 Measurement Plan 1.5 Stakeholder Map (RAPID) Perform BI Lead Gate G1 • PROBLEM APPROVED Approvers: Product VP + Product AVP	Deliverables 2.1 Press Release (PRFAQ) 2.2 Customer Quote & Getting Started 2.3 External FAQ 2.4 Internal FAQ — Required Fields 2.5 Persona 2.6 Member Journey Perform Product Manager · Product Designer · Content Designer · BI Lead · Research Lead Gate G2 • PRFAQ APPROVED Approvers: Product Manager + Content Designer + Legal	Deliverables 3.1 Insight Statements 3.2 Solution Intent 3.3 Capability Map 3.4 Boundaries & Constraints 3.5 AI Evaluation Perform Product Manager · Product Designer · Content Designer · BI Lead · Tech Lead · Agile Coach · Research Lead Gate G3 • BUILD READY Approvers: Product Manager + Product Designer + Tech Lead + Legal	Deliverables 4.1 Roadmap Definitions 4.2 Roadmap Template 4.3 Backlog Hierarchy 4.4 Backlog Hygiene Standards 4.5 Handoff to Jira / ADO Perform Product Manager · Product Designer · Content Designer · BI Lead · Tech Lead · Agile Coach · Research Lead Gate G4 • PRODUCT APPROVED Approvers: Product Manager + Tech Lead	Deliverables 5.0 Legal & Compliance Review 5.1 Agile Delivery (2-week sprints) 5.2 Test Plan + Accessibility 5.3 Go / No-Go Criteria 5.4 Deploy + Rollback 5.5 Day-1 Enablement Perform Product Manager · Product Designer · Content Designer · BI Lead · Tech Lead · Agile Coach · Research Lead · Legal · Compliance Gate G5 • SHIP READY Approvers: Product Manager + Content Designer + Tech Lead + Legal + Compliance	Deliverables 6.1 KPI Tracking — activate the measurement plan 6.2 Drift, Feedback Loop & Data Flywheel 6.3 Post-Launch Evaluation (90-Day) 6.4 Scale / Fix / Sunset Perform Product Leader · Product Manager · Product Designer · Content Designer · BI Lead · Tech Lead · Agile Coach · Research Lead Gate G • LOOP TO FRAME Approvers: Product Manager

Where these cells come from, and what was checked

The RAPID MASTER is the decision-rights view of the Master Product Brief. Do not describe RAPID assignments from any other document.

Source of truth

The 37 "RAPID for this section" tables in the Master Product Brief and Stage Gates (v1.1 template, issued 2026-10-12; 00-masters/04-PRODUCT-BRIEF-MASTER). This file reproduces them cell for cell; the brief wins on any conflict.

Reconciliation, 2026-10-13

All 31 deliverable rows and all 6 gate rows match the brief (12 roles each, 444 cells). Gate owners and approvers match the six gate blocks. The Copilot Harness edition carries the same tables unchanged.

What changed from v2026-08-26

The model moved from single-letter assignments to compound codes (RAI, RAPI, RAID): every present role now recommends, agrees and gives input; performers add P; the Product Leader adds D on 1.1–5.5 and G1–G5. Product VP and AVP re-enter at LEARN. Legal and Compliance perform 5.0 and G5. All 37 rows changed; the twelve roles did not.

SYNCHRONIZATION RULE

A change to any cell is a change to the master. In the same pass, update:

- 1 The 37 RAPID tables in 00-masters/04-PRODUCT-BRIEF-MASTER and this file (03-RAPID-MASTER .pptx and .docx).
- 2 The Copilot Harness edition of the brief and its Prompt Book.
- 3 The reference table (09), the enterprise operating model RAPID (08) and the demo-site RAPID page, which still show the 2026-08-26 letters until their next release.
- 4 The project wiki pages for the RAPID MASTER, the PRODUCT BRIEF MASTER and the PDLC roles, and the Brain.

Open point for the brief owner: rows 6.1–6.4 and the Loop carry no D. The Loop gate block names the Product Leader as owner, so the LEARN decision is taken in the gate block.