

PERFORMANCE VISIBILITY BODY OF KNOWLEDGE

PVBOK(R) - First Edition

The Global Standard for Performance Visibility

Performance Visibility Institute (PVI)

Certified Performance Visibility Professional Certification Ecosystem

Designed to support CPVP-I, CPVP-II, and CPVP-C credentials

Edition 1.0 | 2026-2027 Founding Standard

Visibility

Accountability

Execution

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This document is structured as a professional body of knowledge.

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Executive Summary

The Performance Visibility Body of Knowledge (PVBOK) defines the foundational principles, domains, competencies, frameworks, and professional practices that support the emerging discipline of Performance Visibility.

Performance Visibility is the management capability that enables leaders to understand, every week, what was accomplished, what is blocked, what comes next, where morale is trending, what support is required, and how execution is converting strategy into measurable results.

This standard is designed for executives, managers, advisors, CPA firms, Fractional CFOs, HR consultants, GovCon advisors, business process improvement consultants, and certified professionals who implement Performance Visibility as a repeatable management discipline.

The PVBOK is intentionally broader than a software guide. Signal Playbook AI is the enabling technology platform, while the PVBOK defines the professional discipline, operating model, governance principles, ethics, maturity framework, and transformation methodology.

Purpose of the PVBOK

The purpose of this Body of Knowledge is to establish a common language, repeatable framework, and professional standard for the design, operation, leadership, and consulting implementation of Performance Visibility systems.

It provides the source standard for the CPVP-I Practitioner, CPVP-II Professional, and CPVP-C Consultant credentials. It also provides the intellectual foundation for certification exams, self-study manuals, implementation toolkits, partner training, and industry playbooks.

Definition of Performance Visibility

Performance Visibility is the disciplined, ethical, and repeatable management practice of making organizational execution visible through structured weekly evidence of results, blockers, priorities, morale, leadership support needs, accountability, and decision intelligence.

It is not surveillance, micromanagement, task tracking, or employee monitoring. It is a leadership system that turns dispersed work into clear, actionable, decision-ready insight.

The PVI Core Principles

Principle	Meaning
Visibility before judgment	Leaders should understand the evidence before concluding why performance is strong or weak.
Results over activity	The system should emphasize outcomes, completed work, business impact, and fulfilled commitments rather than busyness.
Weekly rhythm over annual surprise	Execution must be understood in weekly cycles, not discovered after quarters or annual reviews.
Accountability with support	Performance Visibility creates ownership while also revealing where leadership must remove constraints.
Transparency without surveillance	The discipline must build trust and clarity, not fear or invasive monitoring.
Evidence-based leadership	Executive decisions should be informed by patterns, trends, risks, commitments, and documented progress.
Human judgment with AI assistance	AI can summarize and surface patterns, but leaders remain accountable for decisions.
Governance sustains trust	Standards, access controls, ethics, data quality, and review cadence are essential for credibility.

Certification Ecosystem Mapping

Level	Audience	Primary Outcome	Program Length
CPVP-I Practitioner	Managers, team leads, project leads	Operate the weekly visibility rhythm	8 hours
CPVP-II Professional	Executives, COOs, HR leaders, department heads	Lead organization-wide Performance Visibility	12 hours
CPVP-C Consultant	CPA firms, Fractional CFOs, HR, process improvement, GovCon consultants	Implement Performance Visibility across client organizations	20 hours

Domain 1 - Executive Leadership

The ability of leaders to use visibility to improve decision quality, strategic alignment, prioritization, and execution discipline.

Required Competencies

- Define the executive purpose of Performance Visibility.
- Diagnose leadership blind spots and information asymmetry.
- Set expectations for objective weekly evidence.
- Use visibility to remove blockers and improve decisions.

Knowledge Areas

Knowledge Area	Professional Standard
Executive decision quality	Certified professionals should understand and apply executive decision quality in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Leadership blind spots	Certified professionals should understand and apply leadership blind spots in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Strategic priorities	Certified professionals should understand and apply strategic priorities in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Decision rights	Certified professionals should understand and apply decision rights in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Executive sponsorship	Certified professionals should understand and apply executive sponsorship in a way that improves organizational visibility, accountability, decision quality, and measurable execution.

Executive Application

An executive who reviews weekly visibility summaries should ask: What changed, what matters, what is blocked, who owns the next action, and what decision must leadership make?

Common Failure Modes

- Treating visibility as a reporting burden rather than a leadership system.
- Confusing volume of updates with quality of insight.
- Using data for blame instead of coaching, support, and better decisions.
- Failing to close the loop between insight, owner, decision, and action.

Practitioner Checklist

- Define the decision this domain supports.
- Identify the evidence required.
- Clarify ownership and review cadence.
- Establish governance or quality controls.
- Convert insight into action.

Domain 2 - Organizational Performance

The design and interpretation of performance information that shows whether the organization is converting strategy into measurable execution.

Required Competencies

- Distinguish activity, output, outcome, and impact.
- Design performance measures that support decision-making.
- Connect individual and team results to enterprise priorities.
- Evaluate performance patterns over time.

Knowledge Areas

Knowledge Area	Professional Standard
Outcome orientation	Certified professionals should understand and apply outcome orientation in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Performance metrics	Certified professionals should understand and apply performance metrics in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Strategy execution	Certified professionals should understand and apply strategy execution in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Enterprise scorecards	Certified professionals should understand and apply enterprise scorecards in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Cross-functional performance	Certified professionals should understand and apply cross-functional performance in a way that improves organizational visibility, accountability, decision quality, and measurable execution.

Executive Application

A firm should not celebrate 400 tasks completed if the client deliverable remains late, quality is poor, or no strategic objective moved forward.

Common Failure Modes

- Treating visibility as a reporting burden rather than a leadership system.
- Confusing volume of updates with quality of insight.
- Using data for blame instead of coaching, support, and better decisions.
- Failing to close the loop between insight, owner, decision, and action.

Practitioner Checklist

- Define the decision this domain supports.
- Identify the evidence required.
- Clarify ownership and review cadence.
- Establish governance or quality controls.
- Convert insight into action.

Domain 3 - Accountability Systems

The structures, behaviors, rules, and review mechanisms that create ownership, follow-through, escalation, coaching, and fair consequences.

Required Competencies

- Define commitments clearly.
- Use weekly evidence to support coaching.
- Create fair escalation protocols.
- Recognize measurable contribution.

Knowledge Areas

Knowledge Area	Professional Standard
Ownership	Certified professionals should understand and apply ownership in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Commitment quality	Certified professionals should understand and apply commitment quality in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Escalation	Certified professionals should understand and apply escalation in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Recognition	Certified professionals should understand and apply recognition in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Follow-through	Certified professionals should understand and apply follow-through in a way that improves organizational visibility, accountability, decision quality, and measurable execution.

Executive Application

Accountability is not blame. It is a system where commitments are visible, support needs are surfaced, and results are reviewed consistently.

Common Failure Modes

- Treating visibility as a reporting burden rather than a leadership system.
- Confusing volume of updates with quality of insight.
- Using data for blame instead of coaching, support, and better decisions.
- Failing to close the loop between insight, owner, decision, and action.

Practitioner Checklist

- Define the decision this domain supports.
- Identify the evidence required.
- Clarify ownership and review cadence.
- Establish governance or quality controls.
- Convert insight into action.

Domain 4 - Performance Visibility Framework

The weekly operating rhythm that captures accomplishments, blockers, priorities, morale, support requests, manager comments, and executive synthesis.

Required Competencies

- Operate the weekly rhythm.
- Assess report quality.
- Identify recurring blockers.
- Create executive summaries from team-level inputs.

Knowledge Areas

Knowledge Area	Professional Standard
Results delivered	Certified professionals should understand and apply results delivered in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Challenges	Certified professionals should understand and apply challenges in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Priorities	Certified professionals should understand and apply priorities in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Morale	Certified professionals should understand and apply morale in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Leadership support	Certified professionals should understand and apply leadership support in a way that improves organizational visibility, accountability, decision quality, and measurable execution.

Executive Application

A high-quality weekly update gives leadership enough evidence to understand execution without requiring a long meeting.

Common Failure Modes

- Treating visibility as a reporting burden rather than a leadership system.
- Confusing volume of updates with quality of insight.
- Using data for blame instead of coaching, support, and better decisions.
- Failing to close the loop between insight, owner, decision, and action.

Practitioner Checklist

- Define the decision this domain supports.
- Identify the evidence required.
- Clarify ownership and review cadence.
- Establish governance or quality controls.
- Convert insight into action.

Domain 5 - Executive Dashboards

The design and use of dashboards that translate raw reporting into leadership insight, risk awareness, and decision intelligence.

Required Competencies

- Define dashboard audiences and decision needs.
- Interpret trends, exceptions, and risks.
- Balance quantitative and qualitative insight.
- Use dashboards to guide executive action.

Knowledge Areas

Knowledge Area	Professional Standard
Dashboard hierarchy	Certified professionals should understand and apply dashboard hierarchy in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Risk signals	Certified professionals should understand and apply risk signals in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Trend analysis	Certified professionals should understand and apply trend analysis in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Executive summaries	Certified professionals should understand and apply executive summaries in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Decision dashboards	Certified professionals should understand and apply decision dashboards in a way that improves organizational visibility, accountability, decision quality, and measurable execution.

Executive Application

A dashboard should not be a data warehouse. It should answer the executive question: What requires attention now?

Common Failure Modes

- Treating visibility as a reporting burden rather than a leadership system.
- Confusing volume of updates with quality of insight.
- Using data for blame instead of coaching, support, and better decisions.
- Failing to close the loop between insight, owner, decision, and action.

Practitioner Checklist

- Define the decision this domain supports.
- Identify the evidence required.
- Clarify ownership and review cadence.
- Establish governance or quality controls.
- Convert insight into action.

Domain 6 - AI Decision Intelligence

The responsible use of AI to summarize data, surface patterns, detect risks, improve visibility, and support leadership judgment.

Required Competencies

- Use AI as decision support, not decision replacement.
- Validate AI-generated summaries.
- Identify bias and incomplete data risks.
- Protect confidential information.

Knowledge Areas

Knowledge Area	Professional Standard
AI summaries	Certified professionals should understand and apply ai summaries in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Bias	Certified professionals should understand and apply bias in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Responsible AI	Certified professionals should understand and apply responsible ai in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Human oversight	Certified professionals should understand and apply human oversight in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Decision augmentation	Certified professionals should understand and apply decision augmentation in a way that improves organizational visibility, accountability, decision quality, and measurable execution.

Executive Application

AI may identify patterns faster than humans, but leaders remain responsible for interpretation, fairness, and action.

Common Failure Modes

- Treating visibility as a reporting burden rather than a leadership system.
- Confusing volume of updates with quality of insight.
- Using data for blame instead of coaching, support, and better decisions.
- Failing to close the loop between insight, owner, decision, and action.

Practitioner Checklist

- Define the decision this domain supports.
- Identify the evidence required.
- Clarify ownership and review cadence.
- Establish governance or quality controls.
- Convert insight into action.

Domain 7 - Governance

The policies, roles, standards, councils, controls, and review practices that sustain Performance Visibility across the organization.

Required Competencies

- Create a governance charter.
- Establish standards for reporting and dashboards.
- Define access and confidentiality rules.
- Monitor adoption and data quality.

Knowledge Areas

Knowledge Area	Professional Standard
Governance charter	Certified professionals should understand and apply governance charter in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Performance council	Certified professionals should understand and apply performance council in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Standards	Certified professionals should understand and apply standards in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Access control	Certified professionals should understand and apply access control in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Continuous improvement	Certified professionals should understand and apply continuous improvement in a way that improves organizational visibility, accountability, decision quality, and measurable execution.

Executive Application

Without governance, visibility becomes inconsistent. With governance, it becomes a management standard.

Common Failure Modes

- Treating visibility as a reporting burden rather than a leadership system.
- Confusing volume of updates with quality of insight.
- Using data for blame instead of coaching, support, and better decisions.
- Failing to close the loop between insight, owner, decision, and action.

Practitioner Checklist

- Define the decision this domain supports.
- Identify the evidence required.
- Clarify ownership and review cadence.
- Establish governance or quality controls.
- Convert insight into action.

Domain 8 - Enterprise Transformation

The structured approach for scaling Performance Visibility across departments, locations, cultures, and operating models.

Required Competencies

- Assess readiness.
- Plan pilots and rollouts.
- Manage resistance.
- Embed visibility into management routines.

Knowledge Areas

Knowledge Area	Professional Standard
Change leadership	Certified professionals should understand and apply change leadership in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Adoption	Certified professionals should understand and apply adoption in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Stakeholders	Certified professionals should understand and apply stakeholders in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Pilots	Certified professionals should understand and apply pilots in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Enterprise rollout	Certified professionals should understand and apply enterprise rollout in a way that improves organizational visibility, accountability, decision quality, and measurable execution.

Executive Application

Enterprise transformation succeeds when visibility becomes part of how leaders make decisions, not simply another software rollout.

Common Failure Modes

- Treating visibility as a reporting burden rather than a leadership system.
- Confusing volume of updates with quality of insight.
- Using data for blame instead of coaching, support, and better decisions.
- Failing to close the loop between insight, owner, decision, and action.

Practitioner Checklist

- Define the decision this domain supports.
- Identify the evidence required.
- Clarify ownership and review cadence.
- Establish governance or quality controls.
- Convert insight into action.

Domain 9 - Consulting Methodology

The professional approach used by CPVP-C consultants to assess, design, implement, govern, and improve Performance Visibility in client organizations.

Required Competencies

- Conduct discovery.
- Assess maturity.
- Design future-state architecture.
- Develop implementation roadmaps.
- Measure client success.

Knowledge Areas

Knowledge Area	Professional Standard
Discovery	Certified professionals should understand and apply discovery in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Diagnostics	Certified professionals should understand and apply diagnostics in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Roadmap	Certified professionals should understand and apply roadmap in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Implementation	Certified professionals should understand and apply implementation in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Client success	Certified professionals should understand and apply client success in a way that improves organizational visibility, accountability, decision quality, and measurable execution.

Executive Application

Consultants must translate executive pain into a practical operating model, not simply configure software.

Common Failure Modes

- Treating visibility as a reporting burden rather than a leadership system.
- Confusing volume of updates with quality of insight.
- Using data for blame instead of coaching, support, and better decisions.
- Failing to close the loop between insight, owner, decision, and action.

Practitioner Checklist

- Define the decision this domain supports.
- Identify the evidence required.
- Clarify ownership and review cadence.
- Establish governance or quality controls.
- Convert insight into action.

Domain 10 - Executive Advisory

The ability to advise CEOs, COOs, CFOs, HR leaders, boards, and department heads on visibility, accountability, and execution.

Required Competencies

- Lead executive conversations.
- Facilitate difficult alignment discussions.
- Present evidence-based recommendations.
- Build trusted advisor relationships.

Knowledge Areas

Knowledge Area	Professional Standard
Executive psychology	Certified professionals should understand and apply executive psychology in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Board-level messaging	Certified professionals should understand and apply board-level messaging in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Advisory skills	Certified professionals should understand and apply advisory skills in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Facilitation	Certified professionals should understand and apply facilitation in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Influence	Certified professionals should understand and apply influence in a way that improves organizational visibility, accountability, decision quality, and measurable execution.

Executive Application

A CPVP-C consultant should be credible in a boardroom and practical enough to help frontline leaders execute.

Common Failure Modes

- Treating visibility as a reporting burden rather than a leadership system.
- Confusing volume of updates with quality of insight.
- Using data for blame instead of coaching, support, and better decisions.
- Failing to close the loop between insight, owner, decision, and action.

Practitioner Checklist

- Define the decision this domain supports.
- Identify the evidence required.
- Clarify ownership and review cadence.
- Establish governance or quality controls.
- Convert insight into action.

Domain 11 - Performance Analytics

The analytical discipline used to interpret trends, blockers, morale signals, completion patterns, adoption, and organizational risk.

Required Competencies

- Analyze leading and lagging indicators.
- Interpret cross-functional signals.
- Identify systemic bottlenecks.
- Create management hypotheses from evidence.

Knowledge Areas

Knowledge Area	Professional Standard
Leading indicators	Certified professionals should understand and apply leading indicators in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Blocker aging	Certified professionals should understand and apply blocker aging in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Trend analysis	Certified professionals should understand and apply trend analysis in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Risk patterns	Certified professionals should understand and apply risk patterns in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Adoption analytics	Certified professionals should understand and apply adoption analytics in a way that improves organizational visibility, accountability, decision quality, and measurable execution.

Executive Application

The purpose of analytics is not to create more numbers. It is to increase the speed and quality of management decisions.

Common Failure Modes

- Treating visibility as a reporting burden rather than a leadership system.
- Confusing volume of updates with quality of insight.
- Using data for blame instead of coaching, support, and better decisions.
- Failing to close the loop between insight, owner, decision, and action.

Practitioner Checklist

- Define the decision this domain supports.
- Identify the evidence required.
- Clarify ownership and review cadence.
- Establish governance or quality controls.
- Convert insight into action.

Domain 12 - Professional Ethics

The ethical obligations related to confidentiality, objectivity, fairness, responsible AI, transparency, and professional conduct.

Required Competencies

- Protect sensitive information.
- Report objectively.
- Avoid manipulation of visibility data.
- Use AI responsibly.
- Maintain professional competence.

Knowledge Areas

Knowledge Area	Professional Standard
Integrity	Certified professionals should understand and apply integrity in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Confidentiality	Certified professionals should understand and apply confidentiality in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Objectivity	Certified professionals should understand and apply objectivity in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Fairness	Certified professionals should understand and apply fairness in a way that improves organizational visibility, accountability, decision quality, and measurable execution.
Competence	Certified professionals should understand and apply competence in a way that improves organizational visibility, accountability, decision quality, and measurable execution.

Executive Application

The discipline must make performance visible without turning people into targets of unfair or misleading interpretation.

Common Failure Modes

- Treating visibility as a reporting burden rather than a leadership system.
- Confusing volume of updates with quality of insight.
- Using data for blame instead of coaching, support, and better decisions.
- Failing to close the loop between insight, owner, decision, and action.

Practitioner Checklist

- Define the decision this domain supports.
- Identify the evidence required.
- Clarify ownership and review cadence.
- Establish governance or quality controls.
- Convert insight into action.

Part III - Performance Visibility Transformation Methodology (PVTM)

The Performance Visibility Transformation Methodology (PVTM) is the standard consulting and implementation sequence for designing and deploying Performance Visibility across teams, organizations, and client environments.

PVTM Phase	Purpose	Core Deliverables
Phase 1 - Executive Discovery	Understand leadership priorities, pain points, current reporting, decision needs, trust concerns, and expected outcomes.	Executive interview guide; stakeholder map; pain point summary; success criteria.
Phase 2 - Organizational Visibility Assessment	Assess current maturity across leadership, culture, reporting, accountability, dashboards, meetings, AI readiness, and governance.	Visibility maturity score; gap analysis; current-state assessment.
Phase 3 - Enterprise Diagnostic	Identify root causes of missed deadlines, weak accountability, recurring blockers, meeting overload, and decision delays.	Diagnostic report; root-cause map; risk register.
Phase 4 - Enterprise Architecture	Design reporting hierarchy, dashboards, cadence, governance, roles, escalation, and executive review rhythm.	Future-state architecture; dashboard design; governance charter.
Phase 5 - Pilot Implementation	Launch a focused pilot to validate workflows, adoption, messaging, data quality, and management behavior.	Pilot plan; training plan; adoption dashboard; pilot retrospective.
Phase 6 - Executive Adoption	Embed visibility into leadership routines, coaching, executive meetings, and resource allocation decisions.	Executive review agenda; coaching guide; escalation protocol.
Phase 7 - Enterprise Rollout	Scale the system across business units, departments, locations, or client organizations with governance and support.	Rollout roadmap; communication plan; support model; risk mitigation plan.
Phase 8 - Continuous Improvement	Use adoption, outcomes, quality, morale, blockers, and feedback to refine the system over time.	Quarterly business review; maturity reassessment; improvement backlog.

Phase 1 - Executive Discovery

Understand leadership priorities, pain points, current reporting, decision needs, trust concerns, and expected outcomes.

Consultant and Leader Actions

- Clarify the business problem before selecting tools or metrics.
- Identify stakeholders whose behavior must change for the phase to succeed.
- Document assumptions, risks, dependencies, and decisions required.
- Create visible outputs that executives can review and act on.
- Close the loop with owners, due dates, and success criteria.

Key Questions

- What decision or behavior should this phase improve?
- What evidence will show whether progress is real?
- Who owns the next action?
- What could prevent adoption?
- How will success be measured?

Outputs and Quality Standard

Expected deliverables: Executive interview guide; stakeholder map; pain point summary; success criteria. Each deliverable should be concise, evidence-based, executive-ready, and directly tied to measurable outcomes.

Phase 2 - Organizational Visibility Assessment

Assess current maturity across leadership, culture, reporting, accountability, dashboards, meetings, AI readiness, and governance.

Consultant and Leader Actions

- Clarify the business problem before selecting tools or metrics.
- Identify stakeholders whose behavior must change for the phase to succeed.
- Document assumptions, risks, dependencies, and decisions required.
- Create visible outputs that executives can review and act on.
- Close the loop with owners, due dates, and success criteria.

Key Questions

- What decision or behavior should this phase improve?
- What evidence will show whether progress is real?
- Who owns the next action?
- What could prevent adoption?
- How will success be measured?

Outputs and Quality Standard

Expected deliverables: Visibility maturity score; gap analysis; current-state assessment. Each deliverable should be concise, evidence-based, executive-ready, and directly tied to measurable outcomes.

Phase 3 - Enterprise Diagnostic

Identify root causes of missed deadlines, weak accountability, recurring blockers, meeting overload, and decision delays.

Consultant and Leader Actions

- Clarify the business problem before selecting tools or metrics.
- Identify stakeholders whose behavior must change for the phase to succeed.
- Document assumptions, risks, dependencies, and decisions required.
- Create visible outputs that executives can review and act on.
- Close the loop with owners, due dates, and success criteria.

Key Questions

- What decision or behavior should this phase improve?
- What evidence will show whether progress is real?
- Who owns the next action?
- What could prevent adoption?
- How will success be measured?

Outputs and Quality Standard

Expected deliverables: Diagnostic report; root-cause map; risk register. Each deliverable should be concise, evidence-based, executive-ready, and directly tied to measurable outcomes.

Phase 4 - Enterprise Architecture

Design reporting hierarchy, dashboards, cadence, governance, roles, escalation, and executive review rhythm.

Consultant and Leader Actions

- Clarify the business problem before selecting tools or metrics.
- Identify stakeholders whose behavior must change for the phase to succeed.
- Document assumptions, risks, dependencies, and decisions required.
- Create visible outputs that executives can review and act on.
- Close the loop with owners, due dates, and success criteria.

Key Questions

- What decision or behavior should this phase improve?
- What evidence will show whether progress is real?
- Who owns the next action?
- What could prevent adoption?
- How will success be measured?

Outputs and Quality Standard

Expected deliverables: Future-state architecture; dashboard design; governance charter. Each deliverable should be concise, evidence-based, executive-ready, and directly tied to measurable outcomes.

Phase 5 - Pilot Implementation

Launch a focused pilot to validate workflows, adoption, messaging, data quality, and management behavior.

Consultant and Leader Actions

- Clarify the business problem before selecting tools or metrics.
- Identify stakeholders whose behavior must change for the phase to succeed.
- Document assumptions, risks, dependencies, and decisions required.
- Create visible outputs that executives can review and act on.
- Close the loop with owners, due dates, and success criteria.

Key Questions

- What decision or behavior should this phase improve?
- What evidence will show whether progress is real?
- Who owns the next action?
- What could prevent adoption?
- How will success be measured?

Outputs and Quality Standard

Expected deliverables: Pilot plan; training plan; adoption dashboard; pilot retrospective. Each deliverable should be concise, evidence-based, executive-ready, and directly tied to measurable outcomes.

Phase 6 - Executive Adoption

Embed visibility into leadership routines, coaching, executive meetings, and resource allocation decisions.

Consultant and Leader Actions

- Clarify the business problem before selecting tools or metrics.
- Identify stakeholders whose behavior must change for the phase to succeed.
- Document assumptions, risks, dependencies, and decisions required.
- Create visible outputs that executives can review and act on.
- Close the loop with owners, due dates, and success criteria.

Key Questions

- What decision or behavior should this phase improve?
- What evidence will show whether progress is real?
- Who owns the next action?
- What could prevent adoption?
- How will success be measured?

Outputs and Quality Standard

Expected deliverables: Executive review agenda; coaching guide; escalation protocol. Each deliverable should be concise, evidence-based, executive-ready, and directly tied to measurable outcomes.

Phase 7 - Enterprise Rollout

Scale the system across business units, departments, locations, or client organizations with governance and support.

Consultant and Leader Actions

- Clarify the business problem before selecting tools or metrics.
- Identify stakeholders whose behavior must change for the phase to succeed.
- Document assumptions, risks, dependencies, and decisions required.
- Create visible outputs that executives can review and act on.
- Close the loop with owners, due dates, and success criteria.

Key Questions

- What decision or behavior should this phase improve?
- What evidence will show whether progress is real?
- Who owns the next action?
- What could prevent adoption?
- How will success be measured?

Outputs and Quality Standard

Expected deliverables: Rollout roadmap; communication plan; support model; risk mitigation plan. Each deliverable should be concise, evidence-based, executive-ready, and directly tied to measurable outcomes.

Phase 8 - Continuous Improvement

Use adoption, outcomes, quality, morale, blockers, and feedback to refine the system over time.

Consultant and Leader Actions

- Clarify the business problem before selecting tools or metrics.
- Identify stakeholders whose behavior must change for the phase to succeed.
- Document assumptions, risks, dependencies, and decisions required.
- Create visible outputs that executives can review and act on.
- Close the loop with owners, due dates, and success criteria.

Key Questions

- What decision or behavior should this phase improve?
- What evidence will show whether progress is real?
- Who owns the next action?
- What could prevent adoption?
- How will success be measured?

Outputs and Quality Standard

Expected deliverables: Quarterly business review; maturity reassessment; improvement backlog. Each deliverable should be concise, evidence-based, executive-ready, and directly tied to measurable outcomes.

Performance Visibility Maturity Model (PVMM)

The Performance Visibility Maturity Model provides a standardized way to assess how effectively an organization sees, understands, governs, and improves execution.

Maturity Level	Description
Level 1 - Invisible Organization	Work is happening, but leadership relies heavily on assumptions, meetings, informal updates, and late discovery of problems.
Level 2 - Fragmented Visibility	Some teams report progress, but definitions, cadence, quality, and dashboards are inconsistent.
Level 3 - Managed Weekly Visibility	The organization has a consistent weekly rhythm, measurable results, blocker reporting, and manager review.
Level 4 - Executive Decision Intelligence	Dashboards and AI summaries support executive decisions, resource allocation, trend analysis, and risk intervention.
Level 5 - Fully Visible Organization	Performance Visibility is governed, embedded into strategy execution, continuously improved, and used as a competitive advantage.

Maturity Assessment Dimensions

Dimension	Assessment Question
Leadership visibility	How consistently does the organization demonstrate leadership visibility in weekly management practice?
Reporting quality	How consistently does the organization demonstrate reporting quality in weekly management practice?
KPI relevance	How consistently does the organization demonstrate kpi relevance in weekly management practice?
Accountability clarity	How consistently does the organization demonstrate accountability clarity in weekly management practice?
Escalation effectiveness	How consistently does the organization demonstrate escalation effectiveness in weekly management practice?
Dashboard usefulness	How consistently does the organization demonstrate dashboard usefulness in weekly management practice?
Meeting efficiency	How consistently does the organization demonstrate meeting efficiency in weekly management practice?
AI readiness	How consistently does the organization demonstrate ai readiness in weekly management practice?
Governance maturity	How consistently does the organization demonstrate governance maturity in weekly management practice?
Culture of trust and transparency	How consistently does the organization demonstrate culture of trust and transparency in weekly management practice?

Performance Visibility Governance Framework

Executive sponsor

Executive sponsor is a required element of a credible Performance Visibility system. Professionals should define expectations, document standards, monitor adherence, and address exceptions before they undermine trust in the system.

Performance Visibility Council

Performance Visibility Council is a required element of a credible Performance Visibility system. Professionals should define expectations, document standards, monitor adherence, and address exceptions before they undermine trust in the system.

Reporting standards

Reporting standards is a required element of a credible Performance Visibility system. Professionals should define expectations, document standards, monitor adherence, and address exceptions before they undermine trust in the system.

Dashboard definitions

Dashboard definitions is a required element of a credible Performance Visibility system. Professionals should define expectations, document standards, monitor adherence, and address exceptions before they undermine trust in the system.

Access rights

Access rights is a required element of a credible Performance Visibility system. Professionals should define expectations, document standards, monitor adherence, and address exceptions before they undermine trust in the system.

Escalation rules

Escalation rules is a required element of a credible Performance Visibility system. Professionals should define expectations, document standards, monitor adherence, and address exceptions before they undermine trust in the system.

Data quality review

Data quality review is a required element of a credible Performance Visibility system. Professionals should define expectations, document standards, monitor adherence, and address exceptions before they undermine trust in the system.

Continuous improvement cycle

Continuous improvement cycle is a required element of a credible Performance Visibility system. Professionals should define expectations, document standards, monitor adherence, and address exceptions before they undermine trust in the system.

Code of Professional Conduct

Integrity

Integrity is a required element of a credible Performance Visibility system. Professionals should define expectations, document standards, monitor adherence, and address exceptions before they undermine trust in the system.

Objectivity

Objectivity is a required element of a credible Performance Visibility system. Professionals should define expectations, document standards, monitor adherence, and address exceptions before they undermine trust in the system.

Confidentiality

Confidentiality is a required element of a credible Performance Visibility system. Professionals should define expectations, document standards, monitor adherence, and address exceptions before they undermine trust in the system.

Professional competence

Professional competence is a required element of a credible Performance Visibility system. Professionals should define expectations, document standards, monitor adherence, and address exceptions before they undermine trust in the system.

Fairness

Fairness is a required element of a credible Performance Visibility system. Professionals should define expectations, document standards, monitor adherence, and address exceptions before they undermine trust in the system.

Responsible use of AI

Responsible use of AI is a required element of a credible Performance Visibility system. Professionals should define expectations, document standards, monitor adherence, and address exceptions before they undermine trust in the system.

Transparent representation of results

Transparent representation of results is a required element of a credible Performance Visibility system. Professionals should define expectations, document standards, monitor adherence, and address exceptions before they undermine trust in the system.

Avoidance of misleading reporting

Avoidance of misleading reporting is a required element of a credible Performance Visibility system. Professionals should define expectations, document standards, monitor adherence, and address exceptions before they undermine trust in the system.

Data Quality Standards

Completeness

Completeness is a required element of a credible Performance Visibility system. Professionals should define expectations, document standards, monitor adherence, and address exceptions before they undermine trust in the system.

Timeliness

Timeliness is a required element of a credible Performance Visibility system. Professionals should define expectations, document standards, monitor adherence, and address exceptions before they undermine trust in the system.

Accuracy

Accuracy is a required element of a credible Performance Visibility system. Professionals should define expectations, document standards, monitor adherence, and address exceptions before they undermine trust in the system.

Comparability

Comparability is a required element of a credible Performance Visibility system. Professionals should define expectations, document standards, monitor adherence, and address exceptions before they undermine trust in the system.

Traceability

Traceability is a required element of a credible Performance Visibility system. Professionals should define expectations, document standards, monitor adherence, and address exceptions before they undermine trust in the system.

Relevance

Relevance is a required element of a credible Performance Visibility system. Professionals should define expectations, document standards, monitor adherence, and address exceptions before they undermine trust in the system.

Reviewability

Reviewability is a required element of a credible Performance Visibility system. Professionals should define expectations, document standards, monitor adherence, and address exceptions before they undermine trust in the system.

Actionability

Actionability is a required element of a credible Performance Visibility system. Professionals should define expectations, document standards, monitor adherence, and address exceptions before they undermine trust in the system.

PVBOK Domain Mapping to Certifications

PVBOK Domain	CPVP-I	CPVP-II	CPVP-C
D1 - Executive Leadership	Awareness and team operation	Leadership design and governance	Client advisory and transformation implementation
D2 - Organizational Performance	Awareness and team operation	Leadership design and governance	Client advisory and transformation implementation
D3 - Accountability Systems	Awareness and team operation	Leadership design and governance	Client advisory and transformation implementation
D4 - Performance Visibility Framework	Awareness and team operation	Leadership design and governance	Client advisory and transformation implementation
D5 - Executive Dashboards	Awareness and team operation	Leadership design and governance	Client advisory and transformation implementation
D6 - AI Decision Intelligence	Awareness and team operation	Leadership design and governance	Client advisory and transformation implementation
D7 - Governance	Awareness and team operation	Leadership design and governance	Client advisory and transformation implementation
D8 - Enterprise Transformation	Awareness and team operation	Leadership design and governance	Client advisory and transformation implementation
D9 - Consulting Methodology	Awareness and team operation	Leadership design and governance	Client advisory and transformation implementation
D10 - Executive Advisory	Awareness and team operation	Leadership design and governance	Client advisory and transformation implementation
D11 - Performance Analytics	Awareness and team operation	Leadership design and governance	Client advisory and transformation implementation
D12 - Professional Ethics	Awareness and team operation	Leadership design and governance	Client advisory and transformation implementation

Appendix A - Executive Discovery Questions

What must leadership know every week to make better decisions?

What must leadership know every week to make better decisions? should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Where do missed deadlines usually become visible too late?

Where do missed deadlines usually become visible too late? should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Which recurring blockers consume executive attention?

Which recurring blockers consume executive attention? should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

What reporting does leadership not trust?

What reporting does leadership not trust? should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

What decisions should weekly visibility improve?

What decisions should weekly visibility improve? should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Appendix B - Weekly Visibility Report Template

Results delivered

Results delivered should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Challenges or blockers

Challenges or blockers should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Priorities for next week

Priorities for next week should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Morale indicator

Morale indicator should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Requests for leadership support

Requests for leadership support should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Manager comments

Manager comments should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Executive summary

Executive summary should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Appendix C - Dashboard Design Checklist

Audience and decision purpose

Audience and decision purpose should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Outcome metrics

Outcome metrics should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Blocker aging

Blocker aging should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Priority completion

Priority completion should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Morale trend

Morale trend should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Escalations

Escalations should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Risks

Risks should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Actions required

Actions required should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Appendix D - Governance Charter Outline

Purpose

Purpose should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Scope

Scope should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Roles

Roles should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Data standards

Data standards should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Review cadence

Review cadence should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Escalation rules

Escalation rules should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Access rights

Access rights should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Continuous improvement process

Continuous improvement process should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Appendix E - Implementation Roadmap Template

Discovery

Discovery should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Assessment

Assessment should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Design

Design should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Pilot

Pilot should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Training

Training should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Rollout

Rollout should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Stabilization

Stabilization should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Quarterly improvement

Quarterly improvement should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Appendix F - Consultant Engagement Deliverables

Discovery report

Discovery report should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Maturity assessment

Maturity assessment should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Diagnostic report

Diagnostic report should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Transformation strategy

Transformation strategy should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Implementation roadmap

Implementation roadmap should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Governance charter

Governance charter should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Executive dashboard design

Executive dashboard design should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

ROI model

ROI model should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Board presentation

Board presentation should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Appendix G - Performance Visibility Glossary

Performance Visibility

Performance Visibility should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Weekly rhythm

Weekly rhythm should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Blocker aging

Blocker aging should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Executive synthesis

Executive synthesis should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Decision intelligence

Decision intelligence should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Visibility maturity

Visibility maturity should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Governance charter

Governance charter should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

AI summary

AI summary should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Accountability system

Accountability system should be defined clearly and used consistently across the organization or client engagement. The quality standard is executive clarity, practical usability, and direct connection to measurable organizational performance.

Founding Standard Closing Statement

This first edition of the PVBOK is intended to establish the foundational professional standard for Performance Visibility. It provides the common language, domains, methodology, governance structure, ethics, maturity model, and certification mapping required to build a durable professional discipline.

Future editions should incorporate case studies, industry-specific standards, assessment benchmarks, exam specifications, implementation evidence, and lessons learned from certified professionals and client organizations.

The long-term objective is to make Performance Visibility a recognized management discipline that improves organizational execution, leadership decision quality, accountability, employee recognition, and measurable business outcomes.

Part VI - Detailed Professional Standards by Domain

This part expands each PVBOK domain into a practical professional standard. It is designed for use by certification candidates, instructors, consultants, executive sponsors, and course developers who need to translate the PVBOK from conceptual standard into teachable content, implementation guidance, assessment criteria, and consulting deliverables.

Each domain includes purpose, executive relevance, required practices, artifacts, implementation guidance, maturity criteria, risks, quality standards, and review questions. This format supports CPVP-I awareness, CPVP-II leadership, and CPVP-C consulting application.

Detailed Standard 1: Executive Leadership

Leadership uses evidence from weekly execution to improve decision speed, prioritization, resource allocation, and enterprise alignment.

1. Domain Purpose

The purpose of the Executive Leadership domain is to define how certified professionals apply Performance Visibility principles in a consistent, repeatable, ethical, and decision-relevant manner. The domain exists to prevent Performance Visibility from becoming a passive reporting activity. It establishes expectations for leadership behavior, evidence quality, management action, and organizational learning.

In professional practice, executive leadership must be understood not as an isolated concept but as part of an integrated management system. It connects weekly evidence to leadership decisions, accountability, coaching, governance, and measurable business outcomes.

2. Executive Relevance

- Enables leaders to see how executive leadership affects strategy execution.
- Improves the timing and quality of management intervention.
- Reduces dependence on anecdotal updates and informal assurances.
- Creates a structured basis for coaching, recognition, escalation, and resource allocation.
- Supports board-level and executive-level confidence in operating reality.

3. Required Professional Practices

Practice	Standard
Define the management question	Certified professionals should identify the decision, behavior, or performance risk the domain is meant to improve.
Clarify evidence requirements	The organization should understand what evidence is required to support reliable visibility.
Establish roles and ownership	Leaders, managers, employees, consultants, and governance bodies should understand their responsibilities.
Create a review rhythm	The domain should be reviewed through weekly, monthly, quarterly, or executive routines as appropriate.
Close the loop	Insights should lead to decisions, owner assignment, follow-up, and documented action.

4. Core Artifacts

- Domain-specific operating checklist
- Executive review questions
- Dashboard or report definition
- Escalation or decision protocol
- Evidence-quality criteria
- Improvement log
- Training or coaching guide

5. Implementation Guidance

When implementing executive leadership, begin with a practical business problem rather than abstract compliance. Leaders should identify where poor visibility currently causes missed deadlines, unclear ownership, duplicated effort, delayed escalation, meeting overload, or weak decision confidence. The implementation should then define the information leaders need weekly to detect and correct that problem.

A strong implementation keeps the system simple enough for frontline participation and rigorous enough for executive use. It avoids unnecessary complexity, excessive metrics, and reporting fields that do not support decisions. The quality test is whether the information helps leaders understand execution faster and act more effectively.

6. Maturity Indicators

Maturity Level	Observable Indicator
Level 1	Unclear, informal, inconsistent, and dependent on individual memory or ad hoc meetings.
Level 2	Partially documented but inconsistent across teams, departments, or leaders.
Level 3	Standardized, reviewed regularly, and producing useful management insight.
Level 4	Integrated into executive decisions, coaching, escalation, and resource allocation.
Level 5	Governed, measured, continuously improved, and embedded into the organization culture.

7. Common Risks and Failure Modes

- Leaders request information but do not act on it.
- Employees perceive the system as surveillance rather than support and clarity.
- Managers accept vague updates and weaken the quality of evidence.
- Dashboards show activity but not outcomes, blockers, risk, or decisions needed.
- Governance is missing, causing inconsistent definitions and loss of trust.
- AI summaries are accepted without validation or context review.

8. Quality Standards

- The information must be timely enough to influence action.
- The evidence must be objective enough to support fair interpretation.
- The reporting burden must be proportionate to the value created.
- The domain must support accountability without unfair blame.
- The system must protect confidentiality and appropriate access.
- The outputs must be clear enough for executive use.

9. CPVP-C Consulting Application

Consultants applying the Executive Leadership domain should translate client pain points into diagnostic questions, maturity scores, implementation priorities, governance requirements, and executive recommendations. The consultant should not merely describe the concept. The consultant should show the client where the absence of this domain is costing time, money, trust, morale, execution speed, or decision quality.

10. Review Questions

6. What business problem does the Executive Leadership domain solve for this organization?
7. What evidence shows the current state?
8. What decision, behavior, or operating rhythm must change?
9. Who owns the change?
10. How will progress be measured in 30, 60, and 90 days?
11. What governance is required to sustain the improvement?

Detailed Standard 2: Organizational Performance

Performance evidence distinguishes activity, output, outcome, impact, risk, and momentum across the enterprise.

1. Domain Purpose

The purpose of the Organizational Performance domain is to define how certified professionals apply Performance Visibility principles in a consistent, repeatable, ethical, and decision-relevant manner. The domain exists to prevent Performance Visibility from becoming a passive reporting activity. It establishes expectations for leadership behavior, evidence quality, management action, and organizational learning.

In professional practice, organizational performance must be understood not as an isolated concept but as part of an integrated management system. It connects weekly evidence to leadership decisions, accountability, coaching, governance, and measurable business outcomes.

2. Executive Relevance

- Enables leaders to see how organizational performance affects strategy execution.
- Improves the timing and quality of management intervention.
- Reduces dependence on anecdotal updates and informal assurances.
- Creates a structured basis for coaching, recognition, escalation, and resource allocation.
- Supports board-level and executive-level confidence in operating reality.

3. Required Professional Practices

Practice	Standard
Define the management question	Certified professionals should identify the decision, behavior, or performance risk the domain is meant to improve.
Clarify evidence requirements	The organization should understand what evidence is required to support reliable visibility.
Establish roles and ownership	Leaders, managers, employees, consultants, and governance bodies should understand their responsibilities.
Create a review rhythm	The domain should be reviewed through weekly, monthly, quarterly, or executive routines as appropriate.
Close the loop	Insights should lead to decisions, owner assignment, follow-up, and documented action.

4. Core Artifacts

- Domain-specific operating checklist
- Executive review questions
- Dashboard or report definition
- Escalation or decision protocol
- Evidence-quality criteria
- Improvement log
- Training or coaching guide

5. Implementation Guidance

When implementing organizational performance, begin with a practical business problem rather than abstract compliance. Leaders should identify where poor visibility currently causes missed deadlines, unclear ownership, duplicated effort, delayed escalation, meeting overload, or weak decision confidence. The implementation should then define the information leaders need weekly to detect and correct that problem.

A strong implementation keeps the system simple enough for frontline participation and rigorous enough for executive use. It avoids unnecessary complexity, excessive metrics, and reporting fields that do not support decisions. The quality test is whether the information helps leaders understand execution faster and act more effectively.

6. Maturity Indicators

Maturity Level	Observable Indicator
Level 1	Unclear, informal, inconsistent, and dependent on individual memory or ad hoc meetings.
Level 2	Partially documented but inconsistent across teams, departments, or leaders.
Level 3	Standardized, reviewed regularly, and producing useful management insight.
Level 4	Integrated into executive decisions, coaching, escalation, and resource allocation.
Level 5	Governed, measured, continuously improved, and embedded into the organization culture.

7. Common Risks and Failure Modes

- Leaders request information but do not act on it.
- Employees perceive the system as surveillance rather than support and clarity.
- Managers accept vague updates and weaken the quality of evidence.
- Dashboards show activity but not outcomes, blockers, risk, or decisions needed.
- Governance is missing, causing inconsistent definitions and loss of trust.
- AI summaries are accepted without validation or context review.

8. Quality Standards

- The information must be timely enough to influence action.
- The evidence must be objective enough to support fair interpretation.
- The reporting burden must be proportionate to the value created.
- The domain must support accountability without unfair blame.
- The system must protect confidentiality and appropriate access.
- The outputs must be clear enough for executive use.

9. CPVP-C Consulting Application

Consultants applying the Organizational Performance domain should translate client pain points into diagnostic questions, maturity scores, implementation priorities, governance requirements, and executive recommendations. The consultant should not merely describe the concept. The consultant should show the client where the absence of this domain is costing time, money, trust, morale, execution speed, or decision quality.

10. Review Questions

12. What business problem does the Organizational Performance domain solve for this organization?
13. What evidence shows the current state?
14. What decision, behavior, or operating rhythm must change?
15. Who owns the change?
16. How will progress be measured in 30, 60, and 90 days?
17. What governance is required to sustain the improvement?

Detailed Standard 3: Accountability Systems

Accountability is designed through visible commitments, ownership, review cadence, escalation, coaching, and fair consequences.

1. Domain Purpose

The purpose of the Accountability Systems domain is to define how certified professionals apply Performance Visibility principles in a consistent, repeatable, ethical, and decision-relevant manner. The domain exists to prevent Performance Visibility from becoming a passive reporting activity. It establishes expectations for leadership behavior, evidence quality, management action, and organizational learning.

In professional practice, accountability systems must be understood not as an isolated concept but as part of an integrated management system. It connects weekly evidence to leadership decisions, accountability, coaching, governance, and measurable business outcomes.

2. Executive Relevance

- Enables leaders to see how accountability systems affects strategy execution.
- Improves the timing and quality of management intervention.
- Reduces dependence on anecdotal updates and informal assurances.
- Creates a structured basis for coaching, recognition, escalation, and resource allocation.
- Supports board-level and executive-level confidence in operating reality.

3. Required Professional Practices

Practice	Standard
Define the management question	Certified professionals should identify the decision, behavior, or performance risk the domain is meant to improve.
Clarify evidence requirements	The organization should understand what evidence is required to support reliable visibility.
Establish roles and ownership	Leaders, managers, employees, consultants, and governance bodies should understand their responsibilities.
Create a review rhythm	The domain should be reviewed through weekly, monthly, quarterly, or executive routines as appropriate.
Close the loop	Insights should lead to decisions, owner assignment, follow-up, and documented action.

4. Core Artifacts

- Domain-specific operating checklist
- Executive review questions
- Dashboard or report definition
- Escalation or decision protocol
- Evidence-quality criteria
- Improvement log
- Training or coaching guide

5. Implementation Guidance

When implementing accountability systems, begin with a practical business problem rather than abstract compliance. Leaders should identify where poor visibility currently causes missed deadlines, unclear ownership, duplicated effort, delayed escalation, meeting overload, or weak decision confidence. The implementation should then define the information leaders need weekly to detect and correct that problem.

A strong implementation keeps the system simple enough for frontline participation and rigorous enough for executive use. It avoids unnecessary complexity, excessive metrics, and reporting fields that do not support decisions. The quality test is whether the information helps leaders understand execution faster and act more effectively.

6. Maturity Indicators

Maturity Level	Observable Indicator
Level 1	Unclear, informal, inconsistent, and dependent on individual memory or ad hoc meetings.
Level 2	Partially documented but inconsistent across teams, departments, or leaders.
Level 3	Standardized, reviewed regularly, and producing useful management insight.
Level 4	Integrated into executive decisions, coaching, escalation, and resource allocation.
Level 5	Governed, measured, continuously improved, and embedded into the organization culture.

7. Common Risks and Failure Modes

- Leaders request information but do not act on it.
- Employees perceive the system as surveillance rather than support and clarity.
- Managers accept vague updates and weaken the quality of evidence.
- Dashboards show activity but not outcomes, blockers, risk, or decisions needed.
- Governance is missing, causing inconsistent definitions and loss of trust.
- AI summaries are accepted without validation or context review.

8. Quality Standards

- The information must be timely enough to influence action.
- The evidence must be objective enough to support fair interpretation.
- The reporting burden must be proportionate to the value created.
- The domain must support accountability without unfair blame.
- The system must protect confidentiality and appropriate access.
- The outputs must be clear enough for executive use.

9. CPVP-C Consulting Application

Consultants applying the Accountability Systems domain should translate client pain points into diagnostic questions, maturity scores, implementation priorities, governance requirements, and executive recommendations. The consultant should not merely describe the concept. The consultant should show the client where the absence of this domain is costing time, money, trust, morale, execution speed, or decision quality.

10. Review Questions

18. What business problem does the Accountability Systems domain solve for this organization?
19. What evidence shows the current state?
20. What decision, behavior, or operating rhythm must change?
21. Who owns the change?
22. How will progress be measured in 30, 60, and 90 days?
23. What governance is required to sustain the improvement?

Detailed Standard 4: Performance Visibility Framework

The weekly rhythm captures results delivered, blockers, priorities, morale, support needs, manager comments, and executive synthesis.

1. Domain Purpose

The purpose of the Performance Visibility Framework domain is to define how certified professionals apply Performance Visibility principles in a consistent, repeatable, ethical, and decision-relevant manner. The domain exists to prevent Performance Visibility from becoming a passive reporting activity. It establishes expectations for leadership behavior, evidence quality, management action, and organizational learning.

In professional practice, performance visibility framework must be understood not as an isolated concept but as part of an integrated management system. It connects weekly evidence to leadership decisions, accountability, coaching, governance, and measurable business outcomes.

2. Executive Relevance

- Enables leaders to see how performance visibility framework affects strategy execution.
- Improves the timing and quality of management intervention.
- Reduces dependence on anecdotal updates and informal assurances.
- Creates a structured basis for coaching, recognition, escalation, and resource allocation.
- Supports board-level and executive-level confidence in operating reality.

3. Required Professional Practices

Practice	Standard
Define the management question	Certified professionals should identify the decision, behavior, or performance risk the domain is meant to improve.
Clarify evidence requirements	The organization should understand what evidence is required to support reliable visibility.
Establish roles and ownership	Leaders, managers, employees, consultants, and governance bodies should understand their responsibilities.
Create a review rhythm	The domain should be reviewed through weekly, monthly, quarterly, or executive routines as appropriate.
Close the loop	Insights should lead to decisions, owner assignment, follow-up, and documented action.

4. Core Artifacts

- Domain-specific operating checklist
- Executive review questions
- Dashboard or report definition
- Escalation or decision protocol
- Evidence-quality criteria
- Improvement log
- Training or coaching guide

5. Implementation Guidance

When implementing performance visibility framework, begin with a practical business problem rather than abstract compliance. Leaders should identify where poor visibility currently causes missed deadlines, unclear ownership, duplicated effort, delayed escalation, meeting overload, or weak decision confidence. The implementation should then define the information leaders need weekly to detect and correct that problem.

A strong implementation keeps the system simple enough for frontline participation and rigorous enough for executive use. It avoids unnecessary complexity, excessive metrics, and reporting fields that do not support decisions. The quality test is whether the information helps leaders understand execution faster and act more effectively.

6. Maturity Indicators

Maturity Level	Observable Indicator
Level 1	Unclear, informal, inconsistent, and dependent on individual memory or ad hoc meetings.
Level 2	Partially documented but inconsistent across teams, departments, or leaders.
Level 3	Standardized, reviewed regularly, and producing useful management insight.
Level 4	Integrated into executive decisions, coaching, escalation, and resource allocation.
Level 5	Governed, measured, continuously improved, and embedded into the organization culture.

7. Common Risks and Failure Modes

- Leaders request information but do not act on it.
- Employees perceive the system as surveillance rather than support and clarity.
- Managers accept vague updates and weaken the quality of evidence.
- Dashboards show activity but not outcomes, blockers, risk, or decisions needed.
- Governance is missing, causing inconsistent definitions and loss of trust.
- AI summaries are accepted without validation or context review.

8. Quality Standards

- The information must be timely enough to influence action.
- The evidence must be objective enough to support fair interpretation.
- The reporting burden must be proportionate to the value created.
- The domain must support accountability without unfair blame.
- The system must protect confidentiality and appropriate access.
- The outputs must be clear enough for executive use.

9. CPVP-C Consulting Application

Consultants applying the Performance Visibility Framework domain should translate client pain points into diagnostic questions, maturity scores, implementation priorities, governance requirements, and executive recommendations. The consultant should not merely describe the concept. The consultant should show the client where the absence of this domain is costing time, money, trust, morale, execution speed, or decision quality.

10. Review Questions

24. What business problem does the Performance Visibility Framework domain solve for this organization?
25. What evidence shows the current state?
26. What decision, behavior, or operating rhythm must change?
27. Who owns the change?
28. How will progress be measured in 30, 60, and 90 days?
29. What governance is required to sustain the improvement?

Detailed Standard 5: Executive Dashboards

Dashboards convert distributed performance information into decision-ready executive insight.

1. Domain Purpose

The purpose of the Executive Dashboards domain is to define how certified professionals apply Performance Visibility principles in a consistent, repeatable, ethical, and decision-relevant manner. The domain exists to prevent Performance Visibility from becoming a passive reporting activity. It establishes expectations for leadership behavior, evidence quality, management action, and organizational learning.

In professional practice, executive dashboards must be understood not as an isolated concept but as part of an integrated management system. It connects weekly evidence to leadership decisions, accountability, coaching, governance, and measurable business outcomes.

2. Executive Relevance

- Enables leaders to see how executive dashboards affects strategy execution.
- Improves the timing and quality of management intervention.
- Reduces dependence on anecdotal updates and informal assurances.
- Creates a structured basis for coaching, recognition, escalation, and resource allocation.
- Supports board-level and executive-level confidence in operating reality.

3. Required Professional Practices

Practice	Standard
Define the management question	Certified professionals should identify the decision, behavior, or performance risk the domain is meant to improve.
Clarify evidence requirements	The organization should understand what evidence is required to support reliable visibility.
Establish roles and ownership	Leaders, managers, employees, consultants, and governance bodies should understand their responsibilities.
Create a review rhythm	The domain should be reviewed through weekly, monthly, quarterly, or executive routines as appropriate.
Close the loop	Insights should lead to decisions, owner assignment, follow-up, and documented action.

4. Core Artifacts

- Domain-specific operating checklist
- Executive review questions
- Dashboard or report definition
- Escalation or decision protocol
- Evidence-quality criteria
- Improvement log
- Training or coaching guide

5. Implementation Guidance

When implementing executive dashboards, begin with a practical business problem rather than abstract compliance. Leaders should identify where poor visibility currently causes missed deadlines, unclear ownership, duplicated effort, delayed escalation, meeting overload, or weak decision confidence. The implementation should then define the information leaders need weekly to detect and correct that problem.

A strong implementation keeps the system simple enough for frontline participation and rigorous enough for executive use. It avoids unnecessary complexity, excessive metrics, and reporting fields that do not support decisions. The quality test is whether the information helps leaders understand execution faster and act more effectively.

6. Maturity Indicators

Maturity Level	Observable Indicator
Level 1	Unclear, informal, inconsistent, and dependent on individual memory or ad hoc meetings.
Level 2	Partially documented but inconsistent across teams, departments, or leaders.
Level 3	Standardized, reviewed regularly, and producing useful management insight.
Level 4	Integrated into executive decisions, coaching, escalation, and resource allocation.
Level 5	Governed, measured, continuously improved, and embedded into the organization culture.

7. Common Risks and Failure Modes

- Leaders request information but do not act on it.
- Employees perceive the system as surveillance rather than support and clarity.
- Managers accept vague updates and weaken the quality of evidence.
- Dashboards show activity but not outcomes, blockers, risk, or decisions needed.
- Governance is missing, causing inconsistent definitions and loss of trust.
- AI summaries are accepted without validation or context review.

8. Quality Standards

- The information must be timely enough to influence action.
- The evidence must be objective enough to support fair interpretation.
- The reporting burden must be proportionate to the value created.
- The domain must support accountability without unfair blame.
- The system must protect confidentiality and appropriate access.
- The outputs must be clear enough for executive use.

9. CPVP-C Consulting Application

Consultants applying the Executive Dashboards domain should translate client pain points into diagnostic questions, maturity scores, implementation priorities, governance requirements, and executive recommendations. The consultant should not merely describe the concept. The consultant should show the client where the absence of this domain is costing time, money, trust, morale, execution speed, or decision quality.

10. Review Questions

30. What business problem does the Executive Dashboards domain solve for this organization?
31. What evidence shows the current state?
32. What decision, behavior, or operating rhythm must change?
33. Who owns the change?
34. How will progress be measured in 30, 60, and 90 days?
35. What governance is required to sustain the improvement?

Detailed Standard 6: AI Decision Intelligence

AI supports pattern recognition, summarization, risk surfacing, and decision support while preserving human accountability.

1. Domain Purpose

The purpose of the AI Decision Intelligence domain is to define how certified professionals apply Performance Visibility principles in a consistent, repeatable, ethical, and decision-relevant manner. The domain exists to prevent Performance Visibility from becoming a passive reporting activity. It establishes expectations for leadership behavior, evidence quality, management action, and organizational learning.

In professional practice, ai decision intelligence must be understood not as an isolated concept but as part of an integrated management system. It connects weekly evidence to leadership decisions, accountability, coaching, governance, and measurable business outcomes.

2. Executive Relevance

- Enables leaders to see how ai decision intelligence affects strategy execution.
- Improves the timing and quality of management intervention.
- Reduces dependence on anecdotal updates and informal assurances.
- Creates a structured basis for coaching, recognition, escalation, and resource allocation.
- Supports board-level and executive-level confidence in operating reality.

3. Required Professional Practices

Practice	Standard
Define the management question	Certified professionals should identify the decision, behavior, or performance risk the domain is meant to improve.
Clarify evidence requirements	The organization should understand what evidence is required to support reliable visibility.
Establish roles and ownership	Leaders, managers, employees, consultants, and governance bodies should understand their responsibilities.
Create a review rhythm	The domain should be reviewed through weekly, monthly, quarterly, or executive routines as appropriate.
Close the loop	Insights should lead to decisions, owner assignment, follow-up, and documented action.

4. Core Artifacts

- Domain-specific operating checklist
- Executive review questions
- Dashboard or report definition
- Escalation or decision protocol
- Evidence-quality criteria
- Improvement log
- Training or coaching guide

5. Implementation Guidance

When implementing ai decision intelligence, begin with a practical business problem rather than abstract compliance. Leaders should identify where poor visibility currently causes missed deadlines, unclear ownership, duplicated effort, delayed escalation, meeting overload, or weak decision confidence. The implementation should then define the information leaders need weekly to detect and correct that problem.

A strong implementation keeps the system simple enough for frontline participation and rigorous enough for executive use. It avoids unnecessary complexity, excessive metrics, and reporting fields that do not support decisions. The quality test is whether the information helps leaders understand execution faster and act more effectively.

6. Maturity Indicators

Maturity Level	Observable Indicator
Level 1	Unclear, informal, inconsistent, and dependent on individual memory or ad hoc meetings.
Level 2	Partially documented but inconsistent across teams, departments, or leaders.
Level 3	Standardized, reviewed regularly, and producing useful management insight.
Level 4	Integrated into executive decisions, coaching, escalation, and resource allocation.
Level 5	Governed, measured, continuously improved, and embedded into the organization culture.

7. Common Risks and Failure Modes

- Leaders request information but do not act on it.
- Employees perceive the system as surveillance rather than support and clarity.
- Managers accept vague updates and weaken the quality of evidence.
- Dashboards show activity but not outcomes, blockers, risk, or decisions needed.
- Governance is missing, causing inconsistent definitions and loss of trust.
- AI summaries are accepted without validation or context review.

8. Quality Standards

- The information must be timely enough to influence action.
- The evidence must be objective enough to support fair interpretation.
- The reporting burden must be proportionate to the value created.
- The domain must support accountability without unfair blame.
- The system must protect confidentiality and appropriate access.
- The outputs must be clear enough for executive use.

9. CPVP-C Consulting Application

Consultants applying the AI Decision Intelligence domain should translate client pain points into diagnostic questions, maturity scores, implementation priorities, governance requirements, and executive recommendations. The consultant should not merely describe the concept. The consultant should show the client where the absence of this domain is costing time, money, trust, morale, execution speed, or decision quality.

10. Review Questions

36. What business problem does the AI Decision Intelligence domain solve for this organization?
37. What evidence shows the current state?
38. What decision, behavior, or operating rhythm must change?
39. Who owns the change?
40. How will progress be measured in 30, 60, and 90 days?
41. What governance is required to sustain the improvement?

Detailed Standard 7: Governance

Governance creates trust, consistency, access control, data quality, ethical use, review discipline, and continuous improvement.

1. Domain Purpose

The purpose of the Governance domain is to define how certified professionals apply Performance Visibility principles in a consistent, repeatable, ethical, and decision-relevant manner. The domain exists to prevent Performance Visibility from becoming a passive reporting activity. It establishes expectations for leadership behavior, evidence quality, management action, and organizational learning.

In professional practice, governance must be understood not as an isolated concept but as part of an integrated management system. It connects weekly evidence to leadership decisions, accountability, coaching, governance, and measurable business outcomes.

2. Executive Relevance

- Enables leaders to see how governance affects strategy execution.
- Improves the timing and quality of management intervention.
- Reduces dependence on anecdotal updates and informal assurances.
- Creates a structured basis for coaching, recognition, escalation, and resource allocation.
- Supports board-level and executive-level confidence in operating reality.

3. Required Professional Practices

Practice	Standard
Define the management question	Certified professionals should identify the decision, behavior, or performance risk the domain is meant to improve.
Clarify evidence requirements	The organization should understand what evidence is required to support reliable visibility.
Establish roles and ownership	Leaders, managers, employees, consultants, and governance bodies should understand their responsibilities.
Create a review rhythm	The domain should be reviewed through weekly, monthly, quarterly, or executive routines as appropriate.
Close the loop	Insights should lead to decisions, owner assignment, follow-up, and documented action.

4. Core Artifacts

- Domain-specific operating checklist
- Executive review questions
- Dashboard or report definition
- Escalation or decision protocol
- Evidence-quality criteria
- Improvement log
- Training or coaching guide

5. Implementation Guidance

When implementing governance, begin with a practical business problem rather than abstract compliance. Leaders should identify where poor visibility currently causes missed deadlines, unclear ownership, duplicated effort, delayed escalation, meeting overload, or weak decision confidence. The implementation should then define the information leaders need weekly to detect and correct that problem.

A strong implementation keeps the system simple enough for frontline participation and rigorous enough for executive use. It avoids unnecessary complexity, excessive metrics, and reporting fields that do not support decisions. The quality test is whether the information helps leaders understand execution faster and act more effectively.

6. Maturity Indicators

Maturity Level	Observable Indicator
Level 1	Unclear, informal, inconsistent, and dependent on individual memory or ad hoc meetings.
Level 2	Partially documented but inconsistent across teams, departments, or leaders.
Level 3	Standardized, reviewed regularly, and producing useful management insight.
Level 4	Integrated into executive decisions, coaching, escalation, and resource allocation.
Level 5	Governed, measured, continuously improved, and embedded into the organization culture.

7. Common Risks and Failure Modes

- Leaders request information but do not act on it.
- Employees perceive the system as surveillance rather than support and clarity.
- Managers accept vague updates and weaken the quality of evidence.
- Dashboards show activity but not outcomes, blockers, risk, or decisions needed.
- Governance is missing, causing inconsistent definitions and loss of trust.
- AI summaries are accepted without validation or context review.

8. Quality Standards

- The information must be timely enough to influence action.
- The evidence must be objective enough to support fair interpretation.
- The reporting burden must be proportionate to the value created.
- The domain must support accountability without unfair blame.
- The system must protect confidentiality and appropriate access.
- The outputs must be clear enough for executive use.

9. CPVP-C Consulting Application

Consultants applying the Governance domain should translate client pain points into diagnostic questions, maturity scores, implementation priorities, governance requirements, and executive recommendations. The consultant should not merely describe the concept. The consultant should show the client where the absence of this domain is costing time, money, trust, morale, execution speed, or decision quality.

10. Review Questions

42. What business problem does the Governance domain solve for this organization?
43. What evidence shows the current state?
44. What decision, behavior, or operating rhythm must change?
45. Who owns the change?
46. How will progress be measured in 30, 60, and 90 days?
47. What governance is required to sustain the improvement?

Detailed Standard 8: Enterprise Transformation

Performance Visibility becomes enterprise transformation when it changes behaviors, decision forums, meeting rhythms, and leadership action.

1. Domain Purpose

The purpose of the Enterprise Transformation domain is to define how certified professionals apply Performance Visibility principles in a consistent, repeatable, ethical, and decision-relevant manner. The domain exists to prevent Performance Visibility from becoming a passive reporting activity. It establishes expectations for leadership behavior, evidence quality, management action, and organizational learning.

In professional practice, enterprise transformation must be understood not as an isolated concept but as part of an integrated management system. It connects weekly evidence to leadership decisions, accountability, coaching, governance, and measurable business outcomes.

2. Executive Relevance

- Enables leaders to see how enterprise transformation affects strategy execution.
- Improves the timing and quality of management intervention.
- Reduces dependence on anecdotal updates and informal assurances.
- Creates a structured basis for coaching, recognition, escalation, and resource allocation.
- Supports board-level and executive-level confidence in operating reality.

3. Required Professional Practices

Practice	Standard
Define the management question	Certified professionals should identify the decision, behavior, or performance risk the domain is meant to improve.
Clarify evidence requirements	The organization should understand what evidence is required to support reliable visibility.
Establish roles and ownership	Leaders, managers, employees, consultants, and governance bodies should understand their responsibilities.
Create a review rhythm	The domain should be reviewed through weekly, monthly, quarterly, or executive routines as appropriate.
Close the loop	Insights should lead to decisions, owner assignment, follow-up, and documented action.

4. Core Artifacts

- Domain-specific operating checklist
- Executive review questions
- Dashboard or report definition
- Escalation or decision protocol
- Evidence-quality criteria
- Improvement log
- Training or coaching guide

5. Implementation Guidance

When implementing enterprise transformation, begin with a practical business problem rather than abstract compliance. Leaders should identify where poor visibility currently causes missed deadlines, unclear ownership, duplicated effort, delayed escalation, meeting overload, or weak decision confidence. The implementation should then define the information leaders need weekly to detect and correct that problem.

A strong implementation keeps the system simple enough for frontline participation and rigorous enough for executive use. It avoids unnecessary complexity, excessive metrics, and reporting fields that do not support decisions. The quality test is whether the information helps leaders understand execution faster and act more effectively.

6. Maturity Indicators

Maturity Level	Observable Indicator
Level 1	Unclear, informal, inconsistent, and dependent on individual memory or ad hoc meetings.
Level 2	Partially documented but inconsistent across teams, departments, or leaders.
Level 3	Standardized, reviewed regularly, and producing useful management insight.
Level 4	Integrated into executive decisions, coaching, escalation, and resource allocation.
Level 5	Governed, measured, continuously improved, and embedded into the organization culture.

7. Common Risks and Failure Modes

- Leaders request information but do not act on it.
- Employees perceive the system as surveillance rather than support and clarity.
- Managers accept vague updates and weaken the quality of evidence.
- Dashboards show activity but not outcomes, blockers, risk, or decisions needed.
- Governance is missing, causing inconsistent definitions and loss of trust.
- AI summaries are accepted without validation or context review.

8. Quality Standards

- The information must be timely enough to influence action.
- The evidence must be objective enough to support fair interpretation.
- The reporting burden must be proportionate to the value created.
- The domain must support accountability without unfair blame.
- The system must protect confidentiality and appropriate access.
- The outputs must be clear enough for executive use.

9. CPVP-C Consulting Application

Consultants applying the Enterprise Transformation domain should translate client pain points into diagnostic questions, maturity scores, implementation priorities, governance requirements, and executive recommendations. The consultant should not merely describe the concept. The consultant should show the client where the absence of this domain is costing time, money, trust, morale, execution speed, or decision quality.

10. Review Questions

48. What business problem does the Enterprise Transformation domain solve for this organization?
49. What evidence shows the current state?
50. What decision, behavior, or operating rhythm must change?
51. Who owns the change?
52. How will progress be measured in 30, 60, and 90 days?
53. What governance is required to sustain the improvement?

Detailed Standard 9: Consulting Methodology

Consultants assess, design, implement, govern, and improve Performance Visibility across client organizations.

1. Domain Purpose

The purpose of the Consulting Methodology domain is to define how certified professionals apply Performance Visibility principles in a consistent, repeatable, ethical, and decision-relevant manner. The domain exists to prevent Performance Visibility from becoming a passive reporting activity. It establishes expectations for leadership behavior, evidence quality, management action, and organizational learning.

In professional practice, consulting methodology must be understood not as an isolated concept but as part of an integrated management system. It connects weekly evidence to leadership decisions, accountability, coaching, governance, and measurable business outcomes.

2. Executive Relevance

- Enables leaders to see how consulting methodology affects strategy execution.
- Improves the timing and quality of management intervention.
- Reduces dependence on anecdotal updates and informal assurances.
- Creates a structured basis for coaching, recognition, escalation, and resource allocation.
- Supports board-level and executive-level confidence in operating reality.

3. Required Professional Practices

Practice	Standard
Define the management question	Certified professionals should identify the decision, behavior, or performance risk the domain is meant to improve.
Clarify evidence requirements	The organization should understand what evidence is required to support reliable visibility.
Establish roles and ownership	Leaders, managers, employees, consultants, and governance bodies should understand their responsibilities.
Create a review rhythm	The domain should be reviewed through weekly, monthly, quarterly, or executive routines as appropriate.
Close the loop	Insights should lead to decisions, owner assignment, follow-up, and documented action.

4. Core Artifacts

- Domain-specific operating checklist
- Executive review questions
- Dashboard or report definition
- Escalation or decision protocol
- Evidence-quality criteria
- Improvement log
- Training or coaching guide

5. Implementation Guidance

When implementing consulting methodology, begin with a practical business problem rather than abstract compliance. Leaders should identify where poor visibility currently causes missed deadlines, unclear ownership, duplicated effort, delayed escalation, meeting overload, or weak decision confidence. The implementation should then define the information leaders need weekly to detect and correct that problem.

A strong implementation keeps the system simple enough for frontline participation and rigorous enough for executive use. It avoids unnecessary complexity, excessive metrics, and reporting fields that do not support decisions. The quality test is whether the information helps leaders understand execution faster and act more effectively.

6. Maturity Indicators

Maturity Level	Observable Indicator
Level 1	Unclear, informal, inconsistent, and dependent on individual memory or ad hoc meetings.
Level 2	Partially documented but inconsistent across teams, departments, or leaders.
Level 3	Standardized, reviewed regularly, and producing useful management insight.
Level 4	Integrated into executive decisions, coaching, escalation, and resource allocation.
Level 5	Governed, measured, continuously improved, and embedded into the organization culture.

7. Common Risks and Failure Modes

- Leaders request information but do not act on it.
- Employees perceive the system as surveillance rather than support and clarity.
- Managers accept vague updates and weaken the quality of evidence.
- Dashboards show activity but not outcomes, blockers, risk, or decisions needed.
- Governance is missing, causing inconsistent definitions and loss of trust.
- AI summaries are accepted without validation or context review.

8. Quality Standards

- The information must be timely enough to influence action.
- The evidence must be objective enough to support fair interpretation.
- The reporting burden must be proportionate to the value created.
- The domain must support accountability without unfair blame.
- The system must protect confidentiality and appropriate access.
- The outputs must be clear enough for executive use.

9. CPVP-C Consulting Application

Consultants applying the Consulting Methodology domain should translate client pain points into diagnostic questions, maturity scores, implementation priorities, governance requirements, and executive recommendations. The consultant should not merely describe the concept. The consultant should show the client where the absence of this domain is costing time, money, trust, morale, execution speed, or decision quality.

10. Review Questions

54. What business problem does the Consulting Methodology domain solve for this organization?
55. What evidence shows the current state?
56. What decision, behavior, or operating rhythm must change?
57. Who owns the change?
58. How will progress be measured in 30, 60, and 90 days?
59. What governance is required to sustain the improvement?

Detailed Standard 10: Executive Advisory

Certified professionals advise leaders with clarity, evidence, discretion, political awareness, and practical action orientation.

1. Domain Purpose

The purpose of the Executive Advisory domain is to define how certified professionals apply Performance Visibility principles in a consistent, repeatable, ethical, and decision-relevant manner. The domain exists to prevent Performance Visibility from becoming a passive reporting activity. It establishes expectations for leadership behavior, evidence quality, management action, and organizational learning.

In professional practice, executive advisory must be understood not as an isolated concept but as part of an integrated management system. It connects weekly evidence to leadership decisions, accountability, coaching, governance, and measurable business outcomes.

2. Executive Relevance

- Enables leaders to see how executive advisory affects strategy execution.
- Improves the timing and quality of management intervention.
- Reduces dependence on anecdotal updates and informal assurances.
- Creates a structured basis for coaching, recognition, escalation, and resource allocation.
- Supports board-level and executive-level confidence in operating reality.

3. Required Professional Practices

Practice	Standard
Define the management question	Certified professionals should identify the decision, behavior, or performance risk the domain is meant to improve.
Clarify evidence requirements	The organization should understand what evidence is required to support reliable visibility.
Establish roles and ownership	Leaders, managers, employees, consultants, and governance bodies should understand their responsibilities.
Create a review rhythm	The domain should be reviewed through weekly, monthly, quarterly, or executive routines as appropriate.
Close the loop	Insights should lead to decisions, owner assignment, follow-up, and documented action.

4. Core Artifacts

- Domain-specific operating checklist
- Executive review questions
- Dashboard or report definition
- Escalation or decision protocol
- Evidence-quality criteria
- Improvement log
- Training or coaching guide

5. Implementation Guidance

When implementing executive advisory, begin with a practical business problem rather than abstract compliance. Leaders should identify where poor visibility currently causes missed deadlines, unclear ownership, duplicated effort, delayed escalation, meeting overload, or weak decision confidence. The implementation should then define the information leaders need weekly to detect and correct that problem.

A strong implementation keeps the system simple enough for frontline participation and rigorous enough for executive use. It avoids unnecessary complexity, excessive metrics, and reporting fields that do not support decisions. The quality test is whether the information helps leaders understand execution faster and act more effectively.

6. Maturity Indicators

Maturity Level	Observable Indicator
Level 1	Unclear, informal, inconsistent, and dependent on individual memory or ad hoc meetings.
Level 2	Partially documented but inconsistent across teams, departments, or leaders.
Level 3	Standardized, reviewed regularly, and producing useful management insight.
Level 4	Integrated into executive decisions, coaching, escalation, and resource allocation.
Level 5	Governed, measured, continuously improved, and embedded into the organization culture.

7. Common Risks and Failure Modes

- Leaders request information but do not act on it.
- Employees perceive the system as surveillance rather than support and clarity.
- Managers accept vague updates and weaken the quality of evidence.
- Dashboards show activity but not outcomes, blockers, risk, or decisions needed.
- Governance is missing, causing inconsistent definitions and loss of trust.
- AI summaries are accepted without validation or context review.

8. Quality Standards

- The information must be timely enough to influence action.
- The evidence must be objective enough to support fair interpretation.
- The reporting burden must be proportionate to the value created.
- The domain must support accountability without unfair blame.
- The system must protect confidentiality and appropriate access.
- The outputs must be clear enough for executive use.

9. CPVP-C Consulting Application

Consultants applying the Executive Advisory domain should translate client pain points into diagnostic questions, maturity scores, implementation priorities, governance requirements, and executive recommendations. The consultant should not merely describe the concept. The consultant should show the client where the absence of this domain is costing time, money, trust, morale, execution speed, or decision quality.

10. Review Questions

60. What business problem does the Executive Advisory domain solve for this organization?
61. What evidence shows the current state?
62. What decision, behavior, or operating rhythm must change?
63. Who owns the change?
64. How will progress be measured in 30, 60, and 90 days?
65. What governance is required to sustain the improvement?

Detailed Standard 11: Performance Analytics

Analytics turn weekly evidence into signals about trends, blockers, morale, adoption, risks, and organizational health.

1. Domain Purpose

The purpose of the Performance Analytics domain is to define how certified professionals apply Performance Visibility principles in a consistent, repeatable, ethical, and decision-relevant manner. The domain exists to prevent Performance Visibility from becoming a passive reporting activity. It establishes expectations for leadership behavior, evidence quality, management action, and organizational learning.

In professional practice, performance analytics must be understood not as an isolated concept but as part of an integrated management system. It connects weekly evidence to leadership decisions, accountability, coaching, governance, and measurable business outcomes.

2. Executive Relevance

- Enables leaders to see how performance analytics affects strategy execution.
- Improves the timing and quality of management intervention.
- Reduces dependence on anecdotal updates and informal assurances.
- Creates a structured basis for coaching, recognition, escalation, and resource allocation.
- Supports board-level and executive-level confidence in operating reality.

3. Required Professional Practices

Practice	Standard
Define the management question	Certified professionals should identify the decision, behavior, or performance risk the domain is meant to improve.
Clarify evidence requirements	The organization should understand what evidence is required to support reliable visibility.
Establish roles and ownership	Leaders, managers, employees, consultants, and governance bodies should understand their responsibilities.
Create a review rhythm	The domain should be reviewed through weekly, monthly, quarterly, or executive routines as appropriate.
Close the loop	Insights should lead to decisions, owner assignment, follow-up, and documented action.

4. Core Artifacts

- Domain-specific operating checklist
- Executive review questions
- Dashboard or report definition
- Escalation or decision protocol
- Evidence-quality criteria
- Improvement log
- Training or coaching guide

5. Implementation Guidance

When implementing performance analytics, begin with a practical business problem rather than abstract compliance. Leaders should identify where poor visibility currently causes missed deadlines, unclear ownership, duplicated effort, delayed escalation, meeting overload, or weak decision confidence. The implementation should then define the information leaders need weekly to detect and correct that problem.

A strong implementation keeps the system simple enough for frontline participation and rigorous enough for executive use. It avoids unnecessary complexity, excessive metrics, and reporting fields that do not support decisions. The quality test is whether the information helps leaders understand execution faster and act more effectively.

6. Maturity Indicators

Maturity Level	Observable Indicator
Level 1	Unclear, informal, inconsistent, and dependent on individual memory or ad hoc meetings.
Level 2	Partially documented but inconsistent across teams, departments, or leaders.
Level 3	Standardized, reviewed regularly, and producing useful management insight.
Level 4	Integrated into executive decisions, coaching, escalation, and resource allocation.
Level 5	Governed, measured, continuously improved, and embedded into the organization culture.

7. Common Risks and Failure Modes

- Leaders request information but do not act on it.
- Employees perceive the system as surveillance rather than support and clarity.
- Managers accept vague updates and weaken the quality of evidence.
- Dashboards show activity but not outcomes, blockers, risk, or decisions needed.
- Governance is missing, causing inconsistent definitions and loss of trust.
- AI summaries are accepted without validation or context review.

8. Quality Standards

- The information must be timely enough to influence action.
- The evidence must be objective enough to support fair interpretation.
- The reporting burden must be proportionate to the value created.
- The domain must support accountability without unfair blame.
- The system must protect confidentiality and appropriate access.
- The outputs must be clear enough for executive use.

9. CPVP-C Consulting Application

Consultants applying the Performance Analytics domain should translate client pain points into diagnostic questions, maturity scores, implementation priorities, governance requirements, and executive recommendations. The consultant should not merely describe the concept. The consultant should show the client where the absence of this domain is costing time, money, trust, morale, execution speed, or decision quality.

10. Review Questions

66. What business problem does the Performance Analytics domain solve for this organization?
67. What evidence shows the current state?
68. What decision, behavior, or operating rhythm must change?
69. Who owns the change?
70. How will progress be measured in 30, 60, and 90 days?
71. What governance is required to sustain the improvement?

Detailed Standard 12: Professional Ethics

Ethics protect the credibility, fairness, confidentiality, and responsible use of Performance Visibility information.

1. Domain Purpose

The purpose of the Professional Ethics domain is to define how certified professionals apply Performance Visibility principles in a consistent, repeatable, ethical, and decision-relevant manner. The domain exists to prevent Performance Visibility from becoming a passive reporting activity. It establishes expectations for leadership behavior, evidence quality, management action, and organizational learning.

In professional practice, professional ethics must be understood not as an isolated concept but as part of an integrated management system. It connects weekly evidence to leadership decisions, accountability, coaching, governance, and measurable business outcomes.

2. Executive Relevance

- Enables leaders to see how professional ethics affects strategy execution.
- Improves the timing and quality of management intervention.
- Reduces dependence on anecdotal updates and informal assurances.
- Creates a structured basis for coaching, recognition, escalation, and resource allocation.
- Supports board-level and executive-level confidence in operating reality.

3. Required Professional Practices

Practice	Standard
Define the management question	Certified professionals should identify the decision, behavior, or performance risk the domain is meant to improve.
Clarify evidence requirements	The organization should understand what evidence is required to support reliable visibility.
Establish roles and ownership	Leaders, managers, employees, consultants, and governance bodies should understand their responsibilities.
Create a review rhythm	The domain should be reviewed through weekly, monthly, quarterly, or executive routines as appropriate.
Close the loop	Insights should lead to decisions, owner assignment, follow-up, and documented action.

4. Core Artifacts

- Domain-specific operating checklist
- Executive review questions
- Dashboard or report definition
- Escalation or decision protocol
- Evidence-quality criteria
- Improvement log
- Training or coaching guide

5. Implementation Guidance

When implementing professional ethics, begin with a practical business problem rather than abstract compliance. Leaders should identify where poor visibility currently causes missed deadlines, unclear ownership, duplicated effort, delayed escalation, meeting overload, or weak decision confidence. The implementation should then define the information leaders need weekly to detect and correct that problem.

A strong implementation keeps the system simple enough for frontline participation and rigorous enough for executive use. It avoids unnecessary complexity, excessive metrics, and reporting fields that do not support decisions. The quality test is whether the information helps leaders understand execution faster and act more effectively.

6. Maturity Indicators

Maturity Level	Observable Indicator
Level 1	Unclear, informal, inconsistent, and dependent on individual memory or ad hoc meetings.
Level 2	Partially documented but inconsistent across teams, departments, or leaders.
Level 3	Standardized, reviewed regularly, and producing useful management insight.
Level 4	Integrated into executive decisions, coaching, escalation, and resource allocation.
Level 5	Governed, measured, continuously improved, and embedded into the organization culture.

7. Common Risks and Failure Modes

- Leaders request information but do not act on it.
- Employees perceive the system as surveillance rather than support and clarity.
- Managers accept vague updates and weaken the quality of evidence.
- Dashboards show activity but not outcomes, blockers, risk, or decisions needed.
- Governance is missing, causing inconsistent definitions and loss of trust.
- AI summaries are accepted without validation or context review.

8. Quality Standards

- The information must be timely enough to influence action.
- The evidence must be objective enough to support fair interpretation.
- The reporting burden must be proportionate to the value created.
- The domain must support accountability without unfair blame.
- The system must protect confidentiality and appropriate access.
- The outputs must be clear enough for executive use.

9. CPVP-C Consulting Application

Consultants applying the Professional Ethics domain should translate client pain points into diagnostic questions, maturity scores, implementation priorities, governance requirements, and executive recommendations. The consultant should not merely describe the concept. The consultant should show the client where the absence of this domain is costing time, money, trust, morale, execution speed, or decision quality.

10. Review Questions

72. What business problem does the Professional Ethics domain solve for this organization?
73. What evidence shows the current state?
74. What decision, behavior, or operating rhythm must change?
75. Who owns the change?
76. How will progress be measured in 30, 60, and 90 days?
77. What governance is required to sustain the improvement?

Part VII - PVI Toolkits and Templates

The following templates provide a practical foundation for self-study, executive education, and consulting implementation. They are designed as starting points and should be tailored to each organization or client environment.

Executive Discovery Interview Guide

This template supports practical application of the PVBOK. It should be completed with evidence, not assumptions. Each field should be concise, decision-relevant, and tied to measurable improvement.

Template Field	Guidance
Strategic priorities	Capture the relevant information for strategic priorities and explain its implication for visibility, accountability, execution, or governance.
Execution concerns	Capture the relevant information for execution concerns and explain its implication for visibility, accountability, execution, or governance.
Visibility gaps	Capture the relevant information for visibility gaps and explain its implication for visibility, accountability, execution, or governance.
Current reporting methods	Capture the relevant information for current reporting methods and explain its implication for visibility, accountability, execution, or governance.
Decision delays	Capture the relevant information for decision delays and explain its implication for visibility, accountability, execution, or governance.
Recurring blockers	Capture the relevant information for recurring blockers and explain its implication for visibility, accountability, execution, or governance.
Accountability challenges	Capture the relevant information for accountability challenges and explain its implication for visibility, accountability, execution, or governance.
Leadership expectations	Capture the relevant information for leadership expectations and explain its implication for visibility, accountability, execution, or governance.
Success definition	Capture the relevant information for success definition and explain its implication for visibility, accountability, execution, or governance.
Risks and constraints	Capture the relevant information for risks and constraints and explain its implication for visibility, accountability, execution, or governance.

Completion Standard

- The template should be complete enough for executive review.
- Statements should be evidence-based and avoid unsupported opinions.
- Risks, blockers, and recommendations should have clear owners.
- The document should support action, not merely description.

Visibility Maturity Assessment

This template supports practical application of the PVBOK. It should be completed with evidence, not assumptions. Each field should be concise, decision-relevant, and tied to measurable improvement.

Template Field	Guidance
Leadership visibility	Capture the relevant information for leadership visibility and explain its implication for visibility, accountability, execution, or governance.
Team reporting quality	Capture the relevant information for team reporting quality and explain its implication for visibility, accountability, execution, or governance.
KPI relevance	Capture the relevant information for kpi relevance and explain its implication for visibility, accountability, execution, or governance.
Blocker escalation	Capture the relevant information for blocker escalation and explain its implication for visibility, accountability, execution, or governance.
Manager review discipline	Capture the relevant information for manager review discipline and explain its implication for visibility, accountability, execution, or governance.
Executive dashboard usefulness	Capture the relevant information for executive dashboard usefulness and explain its implication for visibility, accountability, execution, or governance.
AI readiness	Capture the relevant information for ai readiness and explain its implication for visibility, accountability, execution, or governance.
Governance maturity	Capture the relevant information for governance maturity and explain its implication for visibility, accountability, execution, or governance.
Culture of transparency	Capture the relevant information for culture of transparency and explain its implication for visibility, accountability, execution, or governance.
Data quality	Capture the relevant information for data quality and explain its implication for visibility, accountability, execution, or governance.

Completion Standard

- The template should be complete enough for executive review.
- Statements should be evidence-based and avoid unsupported opinions.
- Risks, blockers, and recommendations should have clear owners.
- The document should support action, not merely description.

Weekly Visibility Quality Rubric

This template supports practical application of the PVBOK. It should be completed with evidence, not assumptions. Each field should be concise, decision-relevant, and tied to measurable improvement.

Template Field	Guidance
Specificity of results	Capture the relevant information for specificity of results and explain its implication for visibility, accountability, execution, or governance.
Evidence of completion	Capture the relevant information for evidence of completion and explain its implication for visibility, accountability, execution, or governance.
Business relevance	Capture the relevant information for business relevance and explain its implication for visibility, accountability, execution, or governance.
Clarity of blockers	Capture the relevant information for clarity of blockers and explain its implication for visibility, accountability, execution, or governance.
Actionability of support requests	Capture the relevant information for actionability of support requests and explain its implication for visibility, accountability, execution, or governance.
Quality of priorities	Capture the relevant information for quality of priorities and explain its implication for visibility, accountability, execution, or governance.
Morale insight	Capture the relevant information for morale insight and explain its implication for visibility, accountability, execution, or governance.
Manager feedback quality	Capture the relevant information for manager feedback quality and explain its implication for visibility, accountability, execution, or governance.

Completion Standard

- The template should be complete enough for executive review.
- Statements should be evidence-based and avoid unsupported opinions.
- Risks, blockers, and recommendations should have clear owners.
- The document should support action, not merely description.

Executive Dashboard Specification

This template supports practical application of the PVBOK. It should be completed with evidence, not assumptions. Each field should be concise, decision-relevant, and tied to measurable improvement.

Template Field	Guidance
Audience	Capture the relevant information for audience and explain its implication for visibility, accountability, execution, or governance.
Decision purpose	Capture the relevant information for decision purpose and explain its implication for visibility, accountability, execution, or governance.
Metric definitions	Capture the relevant information for metric definitions and explain its implication for visibility, accountability, execution, or governance.
Trend period	Capture the relevant information for trend period and explain its implication for visibility, accountability, execution, or governance.
Risk thresholds	Capture the relevant information for risk thresholds and explain its implication for visibility, accountability, execution, or governance.
Owner field	Capture the relevant information for owner field and explain its implication for visibility, accountability, execution, or governance.
Escalation status	Capture the relevant information for escalation status and explain its implication for visibility, accountability, execution, or governance.
AI summary notes	Capture the relevant information for ai summary notes and explain its implication for visibility, accountability, execution, or governance.
Review cadence	Capture the relevant information for review cadence and explain its implication for visibility, accountability, execution, or governance.
Data source	Capture the relevant information for data source and explain its implication for visibility, accountability, execution, or governance.

Completion Standard

- The template should be complete enough for executive review.
- Statements should be evidence-based and avoid unsupported opinions.
- Risks, blockers, and recommendations should have clear owners.
- The document should support action, not merely description.

Performance Council Charter

This template supports practical application of the PVBOK. It should be completed with evidence, not assumptions. Each field should be concise, decision-relevant, and tied to measurable improvement.

Template Field	Guidance
Purpose	Capture the relevant information for purpose and explain its implication for visibility, accountability, execution, or governance.
Membership	Capture the relevant information for membership and explain its implication for visibility, accountability, execution, or governance.
Authority	Capture the relevant information for authority and explain its implication for visibility, accountability, execution, or governance.
Meeting cadence	Capture the relevant information for meeting cadence and explain its implication for visibility, accountability, execution, or governance.
Decision rights	Capture the relevant information for decision rights and explain its implication for visibility, accountability, execution, or governance.
Inputs	Capture the relevant information for inputs and explain its implication for visibility, accountability, execution, or governance.
Outputs	Capture the relevant information for outputs and explain its implication for visibility, accountability, execution, or governance.
Escalation rules	Capture the relevant information for escalation rules and explain its implication for visibility, accountability, execution, or governance.
Data quality responsibilities	Capture the relevant information for data quality responsibilities and explain its implication for visibility, accountability, execution, or governance.
Continuous improvement responsibilities	Capture the relevant information for continuous improvement responsibilities and explain its implication for visibility, accountability, execution, or governance.

Completion Standard

- The template should be complete enough for executive review.
- Statements should be evidence-based and avoid unsupported opinions.
- Risks, blockers, and recommendations should have clear owners.
- The document should support action, not merely description.

90-Day Implementation Plan

This template supports practical application of the PVBOK. It should be completed with evidence, not assumptions. Each field should be concise, decision-relevant, and tied to measurable improvement.

Template Field	Guidance
Weeks 1-2 discovery	Capture the relevant information for weeks 1-2 discovery and explain its implication for visibility, accountability, execution, or governance.
Weeks 3-4 design	Capture the relevant information for weeks 3-4 design and explain its implication for visibility, accountability, execution, or governance.
Weeks 5-6 pilot setup	Capture the relevant information for weeks 5-6 pilot setup and explain its implication for visibility, accountability, execution, or governance.
Weeks 7-8 pilot operation	Capture the relevant information for weeks 7-8 pilot operation and explain its implication for visibility, accountability, execution, or governance.
Weeks 9-10 evaluation	Capture the relevant information for weeks 9-10 evaluation and explain its implication for visibility, accountability, execution, or governance.
Weeks 11-12 enterprise rollout decision	Capture the relevant information for weeks 11-12 enterprise rollout decision and explain its implication for visibility, accountability, execution, or governance.
Success metrics	Capture the relevant information for success metrics and explain its implication for visibility, accountability, execution, or governance.
Risk controls	Capture the relevant information for risk controls and explain its implication for visibility, accountability, execution, or governance.

Completion Standard

- The template should be complete enough for executive review.
- Statements should be evidence-based and avoid unsupported opinions.
- Risks, blockers, and recommendations should have clear owners.
- The document should support action, not merely description.

Quarterly Business Review Template

This template supports practical application of the PVBOK. It should be completed with evidence, not assumptions. Each field should be concise, decision-relevant, and tied to measurable improvement.

Template Field	Guidance
Executive summary	Capture the relevant information for executive summary and explain its implication for visibility, accountability, execution, or governance.
Adoption statistics	Capture the relevant information for adoption statistics and explain its implication for visibility, accountability, execution, or governance.
Outcome trends	Capture the relevant information for outcome trends and explain its implication for visibility, accountability, execution, or governance.
Top blockers	Capture the relevant information for top blockers and explain its implication for visibility, accountability, execution, or governance.
Morale trends	Capture the relevant information for morale trends and explain its implication for visibility, accountability, execution, or governance.
Department comparisons	Capture the relevant information for department comparisons and explain its implication for visibility, accountability, execution, or governance.
Decisions made	Capture the relevant information for decisions made and explain its implication for visibility, accountability, execution, or governance.
ROI indicators	Capture the relevant information for roi indicators and explain its implication for visibility, accountability, execution, or governance.
Improvement priorities	Capture the relevant information for improvement priorities and explain its implication for visibility, accountability, execution, or governance.
Next-quarter roadmap	Capture the relevant information for next-quarter roadmap and explain its implication for visibility, accountability, execution, or governance.

Completion Standard

- The template should be complete enough for executive review.
- Statements should be evidence-based and avoid unsupported opinions.
- Risks, blockers, and recommendations should have clear owners.
- The document should support action, not merely description.

Part VIII - Certification and Examination Development Standards

PVI certifications should be built from the PVBOK through a consistent assessment architecture. Every examination item, case study, exercise, and capstone should map to a domain, competency, cognitive level, and professional performance expectation.

Certification Element	Standard
Blueprint	Each exam must define domains, question counts, weights, and cognitive distribution.
Question bank	Questions should be scenario-rich, randomized, and mapped to domains and learning objectives.
Cognitive levels	Exams should include recall, application, and analysis/judgment.
Passing standard	Passing scores should reflect competent professional practice.
Capstone	Advanced credentials should include practical assessments and executive deliverables.
Quality review	Items should be reviewed for clarity, fairness, relevance, and single-best-answer quality.

Part IX - Industry Application Map

Industry	Primary Application	Common Visibility Signals
CPA firms	Use Performance Visibility to improve client/service delivery, deadline control, accountability, management reporting, and leadership insight in cpa firms.	Weekly results, blocker aging, priority completion, client or stakeholder commitments, morale signals, executive support requests.
Fractional CFO practices	Use Performance Visibility to improve client/service delivery, deadline control, accountability, management reporting, and leadership insight in fractional cfo practices.	Weekly results, blocker aging, priority completion, client or stakeholder commitments, morale signals, executive support requests.
Government contractors	Use Performance Visibility to improve client/service delivery, deadline control, accountability, management reporting, and leadership insight in government contractors.	Weekly results, blocker aging, priority completion, client or stakeholder commitments, morale signals, executive support requests.
Home healthcare	Use Performance Visibility to improve client/service delivery, deadline control, accountability, management reporting, and leadership insight in home healthcare.	Weekly results, blocker aging, priority completion, client or stakeholder commitments, morale signals, executive support requests.
Nonprofits	Use Performance Visibility to improve client/service delivery, deadline control, accountability, management reporting, and leadership insight in nonprofits.	Weekly results, blocker aging, priority completion, client or stakeholder commitments, morale signals, executive support requests.
Professional services	Use Performance Visibility to improve client/service delivery, deadline control, accountability, management reporting, and leadership insight in professional services.	Weekly results, blocker aging, priority completion, client or stakeholder commitments, morale signals, executive support requests.
Manufacturing	Use Performance Visibility to improve client/service delivery, deadline control, accountability, management reporting, and leadership insight in manufacturing.	Weekly results, blocker aging, priority completion, client or stakeholder commitments, morale signals, executive support requests.
Technology companies	Use Performance Visibility to improve client/service delivery, deadline control, accountability, management reporting, and leadership insight in technology companies.	Weekly results, blocker aging, priority completion, client or stakeholder commitments, morale signals, executive support requests.
Property management	Use Performance Visibility to improve client/service delivery, deadline control, accountability, management reporting, and leadership insight in property management.	Weekly results, blocker aging, priority completion, client or stakeholder commitments, morale signals, executive support requests.
Construction	Use Performance Visibility to improve client/service delivery, deadline control, accountability, management reporting, and leadership insight in construction.	Weekly results, blocker aging, priority completion, client or stakeholder commitments, morale signals, executive support requests.
Education	Use Performance Visibility to improve client/service delivery, deadline control, accountability, management reporting, and leadership insight in education.	Weekly results, blocker aging, priority completion, client or stakeholder commitments, morale signals, executive support requests.
Financial services	Use Performance Visibility to improve client/service delivery, deadline control, accountability, management reporting, and leadership insight in financial services.	Weekly results, blocker aging, priority completion, client or stakeholder commitments, morale signals, executive support requests.

