

What a HOLD summary tells your team

Fictional case: Northstar Mobile Cart

A pilot commercial launch has 16 starter deliverables. Seven are marked Done with supporting evidence, one has a documented N/A reason, and eight remain open. Four of the open rows are Critical.

HOLD

4 critical open

8 total open / 7 ready / 1 waived

A few rows from the fictional board

Deliverable	Status	Gate	Next step / evidence
Pricing and quote handoff	Done	Ready	Quote sheet v1; sales ops acknowledged
Rep value story	In progress	Open	Review wording with commercial lead
Training session	Not started	Open	Schedule pilot rep training
Delivery availability	In progress	Open	Confirm first delivery window

What happens next?

Assign owners and dates for the remaining work, review evidence in the company-approved systems, and record the human meeting outcome and any conditions in the Decision record tab.

The gate checks record completeness. It cannot assess device claims, clinical evidence, regulatory status, quality requirements, or launch authorization.