

Companion tool to *The Silent Handshake* by Pradeep Billa. Run CVR for every change that crosses a seam boundary. For full protocol treatment and case illustrations, see Chapter 10 of the complete book at silenthandshake.com.

Appendix E: CVR Protocol Quick-Reference Cards

What CVR Is

The CVR Protocol is the minimum diagnostic standard for any change event in an ERP implementation. It interrupts assumptions at intake, forces validation at configuration, and preserves rationale at closure. It is a per-change intervention that fits inside any existing governance structure.

Run CVR for every change that crosses a boundary: a new requirement, configuration decision, scope clarification, UAT finding, or go-live cutover step. If it crosses a seam, it needs CVR.

Card 1: Capture

Gap interrupted: Assumption **Gap Moment:** At intake — before any design or configuration work begins on this change

What to capture:

- The change request in plain language — what is being asked for and why
- The source of the request — who asked, what prompted it, what business behavior it addresses
- The reasoning context behind the request: not just what is wanted, but what problem it solves
- Any prior decisions, configurations, or agreements that this change touches or depends on
- The person who holds the reasoning context for this change — named, not implied

Three questions to ask at Capture:

1. What problem does this change solve — not what does it do, but why is it needed?
2. What existing configuration, rule, or agreement does this change interact with?
3. If the person requesting this change were unavailable tomorrow, would anyone else be able to explain the reasoning behind it?

Output artifact: Capture record — a written statement of the change, its source, its reasoning context, and its dependencies.

Card 2: Verify

Gap interrupted: Assumption Gap **Moment:** At configuration — before the change is implemented in the system

What to verify:

- Every assumption embedded in this change has been stated explicitly and written down
- Each assumption has been tested against current system behavior, not recalled from legacy behavior
- Edge cases and exceptions relevant to this change have been identified and assessed
- The assumption that this change will not break adjacent configurations has been validated, not presumed
- The person responsible for the area being configured has confirmed the assumptions are valid

Three questions to ask at Verify:

1. What does this change assume to be true about the system — and has each assumption been tested?
2. What adjacent configurations, rules, or integrations could this change affect — and have those been reviewed?
3. If the primary assumption behind this change is wrong, what breaks and how long before it surfaces?

Output artifact: Verify record — a written list of all assumptions, their validation status, and the name of the person who confirmed them.

Card 3: Record

Gap interrupted: Rationale Gap **Moment:** At closure — after the change has been implemented and verified in the system

What to record:

- What was implemented — the decision, not just the action

- What assumptions were confirmed during Verify, and which remain open
- What was explicitly excluded from this change — and why
- Any verbal agreements made during this change cycle that are not captured elsewhere
- The current owner of this configuration — the person accountable for it going forward

Three questions to ask at Record:

1. What was decided during this change that is not captured in the system configuration itself?
2. Are there any verbal agreements, deferred items, or informal commitments related to this change that exist only in someone's memory?
3. Who owns this configuration now — and do they have the reasoning context to support it?

Output artifact: Record entry — a written summary of the decision made, assumptions confirmed, exclusions noted, and named owner.

CVR Trigger Events by Implementation Type

Not every change is equal. Use this table to identify which change events require full CVR and which require a minimum-viable run (Capture + Record only, when Verify is not applicable).

Change Event	Capture	Verify	Record	Notes
New configuration requirement	Full	Full	Full	Full CVR required
Security role or access change	Full	Full	Full	PL-003 pattern — never skip Verify
Data migration rule change	Full	Full	Full	Definitions must be re-anchored
Design-to-config handoff	Full	Full	Full	Transition Gap highest at this boundary
Scope clarification (verbal)	Full	Partial	Full	Verify: confirm no assumption change
UAT defect resolution	Full	Full	Full	Treat each fix as a new change event
Deferred item from prior phase	Full	Full	Full	Prior assumptions may no longer hold
Configuration adjustment (minor)	Minimal	Partial	Full	Record is never optional
Go-live cutover step	Full	Full	Full	Record must happen before next step
Post-go-live workaround	Full	Full	Full	Workarounds become permanent if not recorded

Minimal Capture: Change, source, and owner. No extended reasoning context required. **Partial**

Verify: Confirm primary assumption only. Skip edge-case analysis for low-risk changes. **Full Record:** Always includes decision, owner, and any open items. Never abbreviated.

What CVR Is Not

CVR is not a change management process. Change management governs approval, communication, and stakeholder readiness. CVR governs reasoning context, assumption validation, and documentation closure.

CVR is not a ticket template. A change ticket captures what was requested. CVR captures why it was requested, what it assumed, and what was decided.

CVR is not a compliance exercise. The goal is not a completed form. The goal is that reasoning is captured before it leaves the person who holds it, assumptions are tested before they are built upon, and decisions are written down before the meeting ends.

CVR is not optional for high-risk changes. There is no implementation where security configurations, data migration rules, or go-live cutover steps are low-stakes enough to skip Verify. The cases in this book exist precisely because those steps were treated as routine.

For full CVR Protocol treatment and case illustrations, see Chapter 10. For the Handshake Register (seam-level governance that CVR feeds into), see Chapter 11 and Appendix C. For the Rationale Gap that Record directly addresses, see Chapter 5 and Appendix D.