

Companion tool to *The Silent Handshake* by Pradeep Billa. Copy the register table into your project governance store. One row per seam. For seam ownership mechanics and Chapter 11 context, see the complete book at [silenthandshake.com](https://silenthandshake.com).

## Appendix C: Handshake Register Template

### What the Handshake Register Does

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The Handshake Register is a governance artifact that maps every seam in an ERP implementation: who owns it, when it was last verified, and what dependencies remain open. It operates at the topology level, not the transaction level. The CVR Protocol (Appendix E) captures each change event. The Handshake Register captures the seams beneath those events.

A seam exists wherever two workstreams meet, two systems exchange data, or two teams share a dependency. Seams exist whether they are managed or not. The Handshake Register is how they become governable.

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### How to Build the Handshake Register

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**Step 1 — Identify all seams.** Map every point where ownership, data, or decision-making crosses a boundary. Boundaries include: workstream-to-workstream, system-to-system, phase-to-phase, and team-to-team. Do not limit the list to technical integrations. Verbal handoffs and informal coordination channels are seams.

**Step 2 — Assign ownership.** Every seam gets one named owner. Not a team, not a role title. A person. Ownership means that person is accountable for verifying the seam is active and the exchange is current. Co-ownership is not ownership. When two people own a seam, no one owns it.

**Step 3 — Set the verification cadence.** Each seam type carries a default cadence. Owners verify at that cadence or more frequently if the seam is active during a high-risk phase. Verification means confirming that the exchange is current and dependencies have not changed.

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### The Handshake Register Template

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Copy this table into your project's governance artifact store. One row per seam.

Seam ID	Seam Description	Seam Type	Owner (Name)	Last Verified	Verification Cadence	Open Dependencies	Status
SHR-001							
SHR-002							
SHR-003							
SHR-004							
SHR-005							

Add rows as seams are identified. The Handshake Register is not complete when the project launches. It grows as seams are discovered.

## Field Definitions

**Seam ID** A unique identifier for each seam. Format: SHR-[number]. Assign sequentially as seams are added. Do not reuse IDs when seams are closed — mark them Closed and retain the record.

**Seam Description** One sentence describing what crosses this boundary: what is exchanged, between which parties, and when. Example: "Configuration decisions from the design team transferred to the build team at the design-to-config boundary." Enough detail that someone unfamiliar with the project can understand the seam.

**Seam Type** Classify using one of six types:

- *Personnel* — a person transitions off the project, changes roles, or is replaced
- *Phase* — the project moves from one phase to the next (design to build, build to test)
- *System* — data or process crosses a system boundary (legacy to new, integration point)
- *Workstream* — two parallel workstreams share a dependency or must coordinate timing
- *Vendor* — work crosses from SI to client, or from one vendor to another
- *Organizational* — a business unit boundary affects who owns or validates a decision

**Owner (Name)** Full name of the individual accountable for this seam. One person only. If the named owner leaves the project, update this field immediately and re-verify the seam before proceeding.

**Last Verified** The date the seam owner last confirmed the exchange is current and dependencies are unchanged. Not the date the seam was created. If this field is blank, the seam has never been verified. Treat it as open.

**Verification Cadence** How frequently the seam owner must verify. Default cadences by type:

- Personnel seam: verify at each transition event
- Phase seam: verify at each phase gate
- System seam: verify weekly during build and testing; verify at cutover
- Workstream seam: verify at each sprint or milestone, whichever is more frequent
- Vendor seam: verify at each deliverable handoff
- Organizational seam: verify at each stakeholder review

**Open Dependencies** Any condition that must be resolved before the seam can be considered stable. One line per dependency. Include the owner of each dependency and its target resolution date. A seam with unresolved dependencies is an active risk.

**Status**

- *Active* — seam is open, exchange is ongoing, verification is current
- *Pending* — seam has been identified but not yet verified for the first time
- *At Risk* — verification is overdue or an open dependency has no resolution path
- *Closed* — seam has been formally resolved and is no longer active (retain the record)

**Sample Entry**

Seam ID	Seam Description	Seam Type	Owner (Name)	Last Verified	Verification Cadence	Open Dependencies	Status
SHR-007	Payroll configuration decisions transferred from functional consultant to technical build team at design-to-config boundary	Phase	J. Martinez	2024-03-14	At each phase gate	Absence Management rules not yet finalized — owner: L. Chen, due 2024-03-21	At Risk

## Common Mistakes

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**Assigning ownership to a role, not a person.** "The functional team" is not an owner. When the owner is a team, verification does not happen. Assign a name.

**Treating the Register as a one-time artifact.** The Register is not complete at project kickoff. New seams form throughout the implementation. Review and update it at every phase gate.

**Closing seams prematurely.** A seam is closed when both parties confirm the exchange is complete and no open dependencies remain. A seam is not closed because the phase is over or the deliverable was submitted.

**Leaving Last Verified blank.** A blank Last Verified field means the seam has never been confirmed. It is not "pending verification" — it is an unmanaged gap. All seams must be verified before go-live.

**Not updating ownership when personnel change.** A seam whose named owner has left the project is a seam with no owner. Update the field immediately. The outgoing owner's last act should be to verify the seam and document its current state before departure.

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*For the CVR Protocol (per-change verification), see Chapter 10 and Appendix E. For seam identification during risk assessment, see Appendix B, Phase 1 and Phase 5 checklists.*