

Why any of this exists

To whoever is reading this,

I stopped counting the tabs in March. Not because there were fewer of them, but because counting had quietly become its own small job on top of the job — and once you notice that, you cannot stop noticing it everywhere else.

Most organisations do not have a software problem. They have an apparatus problem. The tools are fine, individually. What nobody budgeted for is the work of keeping a dozen of them in agreement: the updating, the chasing, the Friday afternoon spent making two systems tell the same story. That work has no owner and no line in any plan, and it is most of what a week now costs.

So we did not set out to build a better board. We set out to remove the reason anyone opens one. The ask happens in the conversation someone is already having; the status is read from the work rather than typed by a person who remembered. Everything else here — the layers, the governance, the deployment choices — exists to make that safe enough to run a company on.

I would rather tell you what is finished and what is not than let you discover it. Every product we name carries its stage. Some of them are concepts, and we say so on the page. That costs a little impressiveness and buys the only thing worth having this early, which is that the next thing we tell you is believed.

If any of it is useful to you, the door is open. If it is not, I would genuinely rather hear that than not hear from you at all.

With regards,



Sanjay Shah

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