Growth Performance

MOSCOW ANALYSIS
PRIORITISATION TEMPLATE

MoSCoW Analysis Template

A structured framework for separating what must happen from what should, could, and will not happen. Used in project management, product development, and strategic planning wherever there are more requirements than capacity.

The four categories: Must Have: non-negotiable. Without this, the outcome fails or is not viable. **Should Have**: important and expected, but the outcome is still viable without it. **Could Have**: desirable if capacity allows, but low impact if dropped. **Won't Have**: explicitly excluded from this scope, now. Not "never"just not this time. The discipline of the Won't Have list is what makes the Must Have list credible.

PROJECT / INITIATIVE / DECISION

OWNER

DATE

DECISION CRITERIA, HOW WE ARE DECIDING MUST VS SHOULD (E.G. SAFETY-CRITICAL, CONTRACTUAL, CUSTOMER-FACING, REVENUE IMPACT)

MUST HAVE

Non-negotiable. The outcome fails without this.

SHOULD HAVE

Important and expected, but viable without it.

COULD HAVE

Desirable if capacity allows. Low impact if dropped.

WON'T HAVE (THIS TIME)

Explicitly excluded from this scope. Not never, just not now.

SUMMARY AND NEXT STEPS

TOTAL MUST HAVES (COUNT)

ARE MUST HAVES DELIVERABLE WITHIN CURRENT CONSTRAINTS?

KEY TENSIONS OR DISAGREEMENTS TO RESOLVE BEFORE THIS ANALYSIS IS FINALISED

WHO NEEDS TO SIGN OFF ON THIS ANALYSIS? BY WHEN?

Want help putting this into practice?

Growth Performance builds the human advantage in an AI-driven world, with people, teams and leaders.

growthperformance.co.uk/contact
hello@growthperformance.co.uk