
Portfolio

What to continue, cut, and start

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Portfolio Review

September 2, 2026

Everything, on one slide

- 01 Project, owner, and how long it has been running.
- 02 What it was supposed to prove.
- 03 Whether it proved it.

Decisions

Continue, cut, start

- 01 Continue: state what would change that.
- 02 Cut: say where the people go, in this meeting.
- 03 Start: only if something above was cut.

What the team can actually hold

Capacity

is the constraint nobody puts on a slide, which is why portfolios grow until everything is late.

How we are judging

- 01 Evidence the thing works, not effort spent building it.
- 02 Whether the person who wanted it still wants it.
- 03 What we would start instead with the same people.

The cost of keeping things alive

Every

project that continues consumes attention, not just time. A portfolio of eleven things run by four people is a portfolio of eleven late things.

Summary

Three things to remember

- 01 The finding, in the words you want repeated in the corridor.
- 02 The decision being asked for, if there is one.
- 03 Who to talk to, and by when.

Appendix

- 01 Detail that answers the predictable question.
- 02 The table nobody needs unless they ask.
- 03 Definitions, so an argument about words does not eat the meeting.