

HOW TO RUN THE WALK

- Step 1

For each P&L line, ask: what decisions drive this number? Name three to six per line, and be specific. “Pricing” is not a decision. “Discount tier approval for deals over \$250K” is.
- Step 2

For each decision, ask three questions: how often is it made, what does delay cost, and what does a wrong call cost? Multiply for a rough dollar value.
- Step 3

Combine this list with the output of the Operator Workshop (Artifact 35). Decisions that appear on both lists are your Top 10.

HOW TO RUN THIS WITH AI

Paste your last full-year income statement – numbers only, no commentary – then give the model this instruction:

Walk this P&L line by line. For each line, name three to six decisions that drive the number and estimate the dollar value per decision. Flag the lines where the decision-set is fuzziest – those are where I should bring an operator.

Push the model to be specific – “pricing changes on deals over \$250K,” not “pricing.”

NOTES