

THE 90-MINUTE FACILITATOR GUIDE

Run it with the people who do the work in one function — ops manager, underwriter, service lead, buyer. Three questions. Output: ten candidate decisions, ranked.

6-8 OPERATORS + 1 FACILITATOR · 90 MINUTES

THE 90-MINUTE AGENDA

0-10 min	Frame What we're doing and why. Read the three questions aloud. No phones.
10-25 min	Prompt 1 High-frequency decisions you make. Brainstorm. Sticky notes.
25-40 min	Prompt 2 Decisions you defer. Same drill.
40-55 min	Prompt 3 Decisions you got wrong last quarter. Same drill.
55-75 min	Score Cluster the notes. Score each on frequency and pain, 1-5 each.
75-90 min	Commit Top 10 ranked. Each operator names one decision they want better data on.

THE THREE QUESTIONS · ASK THEM IN THIS ORDER

- Q1** What decision do you make ten times a week that you wish you had better information for?
- Q2** What decision do you defer because you don't have time to dig in?
- Q3** What decision did you get wrong last quarter that you would do differently with better data?

Operators know where the money leaks. Nobody has asked them in a format that turns the answer into capital.