

Five questions for the room.

Run them out loud before a decision is signed. They come from PRISM, the framework in the book - the same five questions, asked of the room instead of yourself.



1 Frame it.

"Are we solving the right problem?"

Say the problem out loud, in one sentence everyone at the table accepts. If solutions arrived before the problem was agreed, stop.

2 Test it.

"What would prove us wrong?"

Go looking for the information that could change the decision - not the information that confirms it.

3 Read it.

"What else could this mean?"

Name one other explanation for the evidence before accepting the first one that fits.

4 Join it.

"What do all the pieces say together?"

Each warning will have its own local explanation. Ask what they mean as one picture.

5 Check ourselves.

"How confident should we be - and what are we missing?"

Write down what would change your mind, and who in the room has not spoken.

| The rooms that failed had the information. What went missing was the question.