

# Problem statement

Don't start with a preferred solution. Start with a shared problem definition and a transparent method for deciding what works.

- 1 What is the problem (scope, affected stakeholders, severity)?
- 2 What are the root causes vs symptoms?
- 3 What constraints must any solution respect (cost, time, governance, feasibility)?
- 4 What approaches should we use to find a solution?



# Evaluation

If we argue solutions before defining success, we'll accidentally optimize for **activity** (frameworks, committees, certifications) instead of **outcomes**.

**?** In 24 months, what **measurable** changes prove this worked?



# Evidence

We're going to hear confident claims from every side.  
Productive consultation requires a shared rule:  
**state the claim, state the evidence,  
state what would falsify it.**



Ask for proof and demand that  
the evidence be **properly cited.**

# Money

Money isn't a taboo topic. If we don't cost this properly, we'll build bureaucracy an good intentions.

Let's be explicit about dollars, benefits, and trade-offs.

- 1 How much will this cost?
- 2 How does this investment help the industry?
- 3 What's in it for me?

HOW MUCH?



HOW DOES IT HELP?



WHAT'S IN IT FOR ME?



# Exit criteria

Exiting isn't failure—it's responsible governance.

We define exit criteria so we can adapt early, and avoid locking in cost and bureaucracy without results.

- ? What specific signals tell us to **stop**, **pause**, or **redesign** — and who has the authority to trigger that?

