

# 8 questions that surface the reasoning behind a decision

**Operator-led intelligence capture.** Your systems record what was decided. They are not built to carry why. These are the questions that get the reasoning out of the people who hold it, one decision at a time.

One question from each of the **eight things you have to extract**. Ask them about a decision that was actually made, never about the process in general.

01

### The decision itself

“Walk me through the last time you made this call. What was in front of you when you started?”

02

### The evidence actually used

“Which numbers did you actually look at, in the order you looked at them?”

03

### The exceptions

“What would the rule tell you to do that you would never actually do?”

04

### The unwritten constraints

“What can’t you do, no matter what the numbers say?”

05

### The history and reversals

“What have you already tried here that didn’t work?”

06

### The trade-offs

“Whose number gets worse when yours gets better?”

07

### The decision rights

“At what point does this decision leave your desk?”

08

### The leaking intelligence

“What do people phone you about that isn’t in your job description?”

#### HOW TO USE IT

**Pick one decision. Book 45 minutes with the person who actually makes it.** Ask for the last time it happened, never the general rule. A specific instance carries the reasoning; a general rule carries only the summary.