CHAPTER ONE WORKSHEET

Grow Is Not a Number

One sitting, twenty minutes, and do not open any software.

Name _____ Date _____

1 **Write what you want, in the words you would actually say out loud.**

WHAT I WANT, IN MY OWN WORDS

2 **Write down the six things it could mean, one line each, against the five stages.**

Steps two to five all go in the table under step five.

3 **Against each, write the number you would need to know whether it is true.**

4 **Mark each one: I have this, I could get this, or nobody here knows.**

5 **Now write what you would do differently if each turned out to be the weak one.**

What it could mean	Name of the number that would settle it	Have	Could get	Nobody knows	If this were the weak one, I would
More people asking		☐	☐	☐	
More of them getting through		☐	☐	☐	
More of those reaching a decision		☐	☐	☐	
Better work at better value		☐	☐	☐	
More capacity to deliver it		☐	☐	☐	
More from the customers you already have		☐	☐	☐	
		☐	☐	☐	
		☐	☐	☐	

WHAT SURVIVES: MY QUESTION

CHAPTER TWO WORKSHEET

You Already Paid for This

One sitting, about an hour, and you will need your own login and a phone.

Name _____ Date _____

1 **Put chapter one's page in front of you, and pick the two lines that matter most.**

Line one _____

Line two _____

2 **Write down every place a record touching those two lines could live.**

3 **For each system, write down who the administrator actually is.**

Where a record could live (include spreadsheets, whiteboards, people)	Who the administrator actually is

4 **Ask one of those vendors the question directly, through their own support or help channel.**

Vendor _____

Date asked _____

MY QUESTION, AS I ASKED IT

_____

_____

WHAT THEY SAID

_____

_____

_____

5 **Log in yourself and open one report you have never opened.**

Report opened _____

What it counts, in one sentence _____

Which stage it is about _____

CHAPTER THREE WORKSHEET

Both Reports Are Right

One sitting. Nothing to buy, nothing to install, nobody to hire.

Name _____ Date _____

1 **Choose one number you actually looked at this week.**

The number _____

Report it came from _____

Date I read it _____

2 **Find a second place that should show the same thing.**

Second place _____

3 **Write one sentence for each: what event does this count, and what has to have happened for something to be included?**

4 **Write the window and the freshness next to each.**

	First source	Second source
What event it counts		
What has to have happened to be included		
Period it covers		
By which date field		
Last updated		

5 **Pull ten underlying records from each and find the ones that appear in one and not the other.**

Only in the first source	Only in the second source

CHAPTER FOUR WORKSHEET

Access Comes With Conditions

One sitting. You are not building anything, and you should not let anybody build anything this week.

Name _____ Date _____

1 **Take the question that survived chapter one and name the two places its evidence lives.**

Place one _____

Place two _____

2 **Ask each system's owner when the record starts.**

	Place one	Place two
Date the system was switched on		
Older than this needs a special request		

3 **Ask for an export of one week from each.**

	Place one	Place two
Week requested		
File received on		
Told it is not possible? By whom		

4 **Write the four questions on one page and put them to whoever would build the recurring version.**

What moves _____

Which direction _____

How often _____

What happens when it fails _____

Put to _____

5 **Find out who could authorize it, and whether that is you.**

Who could authorize it _____

☐ That is me ☐ That is not me

CHAPTER FIVE WORKSHEET

What Did Not Match Is the Finding

One sitting, and you need the two exports from the previous chapter.

Name _____ Date _____

1 **Decide the unit before you look.**

The unit _____

2 **Match on whatever the two sources genuinely share, and write down what that is.**

Matched on _____

3 **Count three numbers, not one.**

Matched _____

Only in the first source _____

Only in the second source _____

4 **Put every unmatched record in a separate list with an empty reason column.**

5 **Fill the reason column by asking a person, then sort into the three buckets.**

Unmatched record	Only in	Reason, from a person	H	M	U	Date asked
			☐	☐	☐	
			☐	☐	☐	
			☐	☐	☐	
			☐	☐	☐	
			☐	☐	☐	
			☐	☐	☐	
			☐	☐	☐	
			☐	☐	☐	
			☐	☐	☐	
			☐	☐	☐	
			☐	☐	☐	

Harmless, meaningful, unexplained.

CHAPTER SIX WORKSHEET

Nobody Gave It Anything

One sitting. You need the outputs of chapters one through five, which is why this exercise is the cheapest one in the book and also the one you cannot skip ahead to.

Name _____ Date _____

1 **Write the objective at the top, in one sentence, including the decision.**

THE OBJECTIVE, INCLUDING THE DECISION

2 **Write what your numbers count, in the plain sentences you produced in chapter three.**

WHAT MY NUMBERS COUNT

3 **Attach the records for one defined period, and say what the unit is.**

Period _____

Unit _____

4 **Attach the exception list, including the lines nobody could explain.**

☐ Exception list attached ☐ Unexplained lines marked as unexplained

5 **Write what you currently believe and why, then ask it to tell you where your own records do not support you.**

WHAT I CURRENTLY BELIEVE, AND WHY

> **That is the assembly done. What follows is the part almost nobody teaches, and it is where the answer either becomes useful or stays impressive.**

6 **When the first answer comes back general, do not rephrase the question.**

THE SPECIFIC THING IT WALKED PAST

7 **Make it commit to which definition it counted with.**

Definition it counted with _____

The answer under the other one _____

8 **Put the unexplained lines back in front of it, by name.**

ROWS NAMED, AND WHAT HAPPENED TO THEM

_____

_____

9 **Ask which of your five stages it cannot see at all from what you gave it.**

STAGES IT CANNOT SEE

_____

_____

CHAPTER SEVEN WORKSHEET

A Happy Answer Is Not a Correct One

One sitting. You need the answer you produced in chapter six, and you must not have acted on it yet.

Name _____ Date _____

1 **Before you re-read it, write down in one sentence what you expect it to say.**

WHAT I EXPECT IT TO SAY

2 **Put the four questions to it, one at a time, and keep the answers.**

WHAT DID YOU LOOK AT

WHAT IS THIS BASED ON THAT I DID NOT GIVE YOU

WHAT WOULD HAVE TO BE TRUE FOR THIS TO BE WRONG

WHAT DID YOU LEAVE OUT

3 **Find the one load-bearing claim.**

THE LOAD-BEARING CLAIM

4 **Open one underlying record and check that claim against it yourself.**

Record opened _____

☐ It holds ☐ It does not ☐ Partly

5 **Take it to the person who would know and ask them to tell you why it is wrong.**

Person asked _____

WHY IT IS WRONG, IN THEIR WORDS

CHAPTER EIGHT WORKSHEET

The System Does Not Decide

One sitting, plus one conversation. You need the answer you tested in chapter seven.

Name _____ Date _____

1 **Write what your evidence supports, in one sentence, with its limits attached.**

WHAT THE EVIDENCE SUPPORTS, LIMITS ATTACHED

2 **Write what your evidence structurally cannot see.**

WHAT IT STRUCTURALLY CANNOT SEE

3 **Take both to the person closest to the work and ask them to tell you why it is wrong.**

Person closest to the work _____

WHY IT IS WRONG, IN THEIR WORDS

4 **Write the decision, and write what you will do if you are wrong.**

THE DECISION

IF I AM WRONG, I WILL

5 **Name the person who owns the next step and the date you will look again.**

Owner of the next step _____

Date we look again _____

CHAPTER NINE WORKSHEET

The Smallest Complete Thing

One sitting, and the output is one page.

Name _____ Date _____

1 **Write the one outcome, in a sentence, with a date.**

THE ONE OUTCOME

By _____

2 **Write what is true today, before you start.**

TRUE TODAY

☐ Measured ☐ Guess

Guess told to _____

3 **Write down when this will first be worth reading, and who will ask before then.**

First worth reading on _____

Who will ask before then _____

4 **Write the three sentences of training and the name of the person who owns it.**

THREE SENTENCES OF TRAINING

Owner _____

IF THAT PERSON IS AWAY FOR A MONTH

5 **Cut everything else.**

MOVED TO THE SECOND SHEET

CHAPTER TEN WORKSHEET

What This Should Cost

One sitting, and you need at least one real proposal.

Name _____ Date _____

1 Write, in nouns, what you are actually asking for.

WHAT I AM ASKING FOR, IN NOUNS

_____

_____

_____

_____

2 Mark the proposal against the six parts of a complete thing.

Part	In	Out	Unstated
Baseline	☐	☐	☐
One outcome	☐	☐	☐
Real activity	☐	☐	☐
Measurement	☐	☐	☐
Training	☐	☐	☐
Handoff	☐	☐	☐

Unstated counts as out.

3 Mark it against the seven items above.

The seven items from the chapter are listed in the table.

Item	Met	Missed
Delivered in nouns	☐	☐
What you supply	☐	☐
What is excluded	☐	☐
Who owns the result	☐	☐
What happens when it breaks	☐	☐
The assumptions	☐	☐
How you would know it worked	☐	☐

Misses _____

4 **Ask the discovery question out loud.**

The question: “At the end of this, will I have a document that I could hand to a different supplier and get a comparable quote from?”

THEIR ANSWER, IN THEIR WORDS

_____

_____

_____

5 **Ask who carries the surprise, and say which of you should.**

☐ Well specified: ask for a fixed price ☐ Not specified: ask for a ceiling and a review point

Who should carry the surprise _____

CHAPTER ELEVEN WORKSHEET

If You Cannot Log In, You Do Not Own It

One sitting, about two hours, and you will need to actually log in to things rather than ask somebody whether you can.

Name _____ Date _____

1 **List the recurring things that produce a number or an action somebody relies on.**

2 **For each one, write three names: who notices if it stops, who can reach the original records, who can stop it.**

Recurring thing	Who notices if it stops	Who can reach the records	Who can stop it	Loud or silent

3 **Look at the blanks and the repeats.**

BLANKS AND REPEATS

4 **Check whose name each account is in, and log in to three things yourself today.**

Account	In whose name	I logged in myself today
Domain registrar		☐
Where the DNS is edited		☐
Website hosting		☐
		☐
		☐

5 **For each one, write whether it fails loudly or silently, and how you would know.**

THE SILENT ONES, AND HOW I WOULD KNOW

CHAPTER TWELVE WORKSHEET

Your Best Explanation Is Not Written Down

One week of noticing, then one sitting.

Name _____ Date _____

1 **For one week, write down every question you or your team answer more than once.**

Question answered more than once	Times

2 **Pick the one that costs the most to answer badly.**

THE ONE THAT COSTS THE MOST TO ANSWER BADLY

_____

_____

3 **Record the person who answers it best actually saying it.**

Who answers it best _____

Recorded on _____

4 **Turn the recording into one clear explanation.**

☐ Transcript ☐ What the business charges for ☐ Who it is for ☐ Corrected against the recording

then **Then have the most knowledgeable person check it for accuracy and strip anything that identifies a customer.**

Checked by _____

☐ Customer details removed

5 **Put it in one place where that question actually gets asked, and write down what comes back.**

Where it went _____

WHAT CAME BACK

_____

_____

_____

CHAPTER THIRTEEN WORKSHEET

Your Systems Never Held This

One afternoon. Nothing bought.

Name _____ Date _____

1 **Pick one type of customer you already serve, and write three things you do not know about them that would change how you quote or how you serve them.**

Customer type _____

2 **For each one, write where that information could come from.**

What I do not know	Public record	Their people	Paid source	Nowhere
	☐	☐	☐	☐
	☐	☐	☐	☐
	☐	☐	☐	☐

3 **Go and get one of them, from the cheapest source on that list.**

Which one _____

Source _____

THE PASSAGE, QUOTED

_____

_____

☐ I opened the passage myself

4 **Write down what it changed.**

WHAT IT CHANGED

_____

_____

_____

5 **Only then, ask whether the same question applies to people you do not yet serve.**

WHAT MAKES A GOOD ONE, IN MY OWN WORDS

_____

_____

_____

FROM THE BACK OF THE BOOK

The five-line review

Name _____ Date _____

Mark one column against each stage, then write the evidence or the reason on the line beneath it. **A.** I can judge this. **B.** I could judge this and I have not. **C.** I cannot currently judge this. Chapter 14 defines all three and says how to read them.

Stage	A	B	C	What it says, or why not
Attract People finding out you exist	☐	☐	☐	
Engage Interest becoming action	☐	☐	☐	
Convert Conversations reaching decisions	☐	☐	☐	
Deliver Capacity to do more of the work	☐	☐	☐	
Compound More from relationships you have	☐	☐	☐	

FROM THE BACK OF THE BOOK

The one-page brief

Name _____ Date _____

1. **The outcome you want.** One sentence, in your own words, including what you would do differently depending on how it comes out. If you cannot write the second half, you have a topic rather than an outcome.

2. **How that gets decided today.** Who decides, using what, and how they know. The honest version, including if the answer is that you decide it by feel in the truck.

3. **Which of your systems hold evidence about it, and what each one counts.** One plain sentence each.

4. **What is missing, and whether it is knowable.** Mark which of the three kinds it is: a record nobody keeps, a thing only a person knows, or something structurally invisible.

5. **The smallest experiment that would tell you something.**

6. **When this will first be worth reading**, and who will ask before then.

7. **Who owns it**, by name, and what happens to it if that person is away for a month.

Everything that does not fit on this page is the second project. Put it on a different sheet.