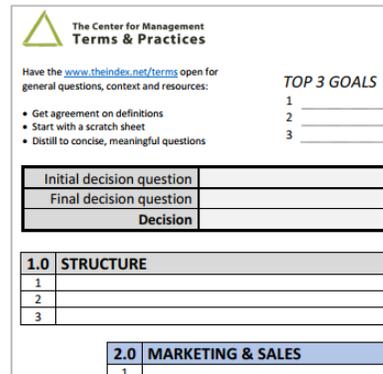# QUESTION MAP

The case-based "Connect the Dots" training was really valuable and efficient. The Question Map got my management team asking questions at a very high level and introduced them to The GM's Index of Terms as a powerful, easy to use resource. As CEO, it helped me spot talent for big-picture thinking. We've used the Question Map to make major capital decisions. – Bryon Johnson, CEO, MCD, Inc.

Introduction

The defining characteristic of a general manager is their ability to ask questions that connect people in different departments to a big decision. This ensures decisions are comprehensive, that team members appreciate each other, and that creativity is maximized. Getting the questions right is 90% of the solution.

Benefits

The Center's tools minimize omissions, improve communications and foster collaboration. The **Question Map** has additional benefits:

- Using questions avoids people staking positions at the outset of a decision.
- The Question Map's design keeps everyone focused on the goals and essentials.
- The Map records key ideas and assumptions, to be studied for the next decision.

Difficulty	Moderate
Estimated time required	Two hours
Special skills	None

Instructions

Write a summary of solid facts and a concise articulation of the decision question. Put The GM's Index of Terms on a screen. The Cost/Benefit Analysis can help finalize the decision.

1. Write in the top 3 relevant goals and your initial decision question.
2. Brainstorm all relevant questions in any order. Only questions are allowed!
3. Agree on and record the top 3 questions in each discipline (but keep a list them all).
4. If some questions call for important analysis, do that, then reconvene.
5. Ask if the decision question needs changes. Ask the team if they're ready to decide.

Members can of course contact the Center for assistance: info@theindex.net

Make It Better!

Member should share ideas for improving any of the Center's tools and how they're taught and formatted. It's also great to suggest new applications or brand-new tools.

Question Map

Date: October 29, 2018

The Center for Management
Terms & Practices

Have The GM's Index of Terms (www.theindex.net) open for questions, context and resources:

- Get agreement on definitions
- Start with a scratch sheet
- Distill to concise, meaningful questions

TOP 3 GOALS

1	Increase Gross Margin from 12% to 15%
2	Reduce plant turnover from 33% to 20%
3	Earn $4M from new products in 24 months

Initial decision question	Should we add robotics to our assembly operation?
Final decision question	
Decision	

1.0	STRUCTURE
1	What are our risks when our key patent expires in 5 years?
2	Can we reduce warehouse space substantially?
3	How will we increase our new product pipeline?

2.0	MARKETING & SALES
1	How solid is our new product market research?
2	Is speed our only customer service challenge?
3	How might sales territories need to evolve?

3.0	OPERATIONS
1	Where will our bottlenecks move?
2	How will assembly line jobs change?
3	Are we ready for new safety issues?

4.0	INFORMATION
1	How should our ERP reporting change?
2	How precise will our forecasting need to be?
3	Are we really about to be part of the Internet of Things?

5.0	HUMAN RESOURCES
1	Will robotics fundamentally change our org chart?
2	What will be the training cost and how long will it take?
3	How will robotics affect our culture of craftsmanship?

6.0	FINANCE
1	What happens if we don't automate?
2	When will productivity gains surpass investment costs?
3	How risky is vendor financing?